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to provide a command structure and permit the development of junior officers. The question here should be, "what an officer must do, not what is an officer". The Board suggested that the new officer development system and the officer corps structure should have sufficient flexibility to allow upgrading of serving personnel to commissioned rank. Intellectual ability rather than a baccalaureate should be the basic prerequisite for officer status.

17. The members supported these suggestions adding that it would be unrealistic to base a pyramidal command structure on a concept in which all officers held degrees. There must be positions in the structure for able persons who will not progress to or do not aspire for very senior rank. There will be need for different types of commissions.

18. Concluding discussion of this point the CDS requested CDECPG to restate its recommendation. It is to acknowledge that all positions need not be filled by officers holding degrees, and it is to be flexible enough to permit upgrading of deserving personnel to officer rank and degree status.

19. There is a Firm Requirement for a Military College. The CDS reiterated the consensus of opinion in favour of this recommendation.

20. The Majority of Officers Should Come From the Military College System. The Council requested more detail as to numbers of CMC graduates in comparison to officers recruited from civilian universities. CDECPG explained that the long term goal will be 800 CMC graduates out of 1400 officers recruited annually. The interim goal is 490 out of 1400.

21. In reply to further questioning concerning retention rates of all degree officers the CDECPG presented the following table.

PAST SUCCESSES

MILITARY COLLEGES VS UNIVERSITY ROTP

1953 - 1968

<u>ENTRY</u>	<u>UNDERGRADUATE SUCCESS</u>		<u>4 YR RETENTION</u>		<u>COMBINED SUCCESS</u>	<u>FACTOR</u>
MIL. COLS.	54%	X	64.5%	=	35.1%	1.81
ROTP (UNIV)	43%	X	45.1%	=	19.4%	

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22. CDECPG also pointed out that within the interim plan university training for a significant number of the 1400 officers will continue to be subsidized by DND. Another factor of note is that the military college system provides almost all of the engineering graduates for the forces. The tremendous increase in university enrolment during the next decade will be in faculties other than science or engineering. It will be necessary therefore to operate the CMC system at full capacity to meet our demand. Graduates lost to industry after minimum military service, are a worthwhile investment for the development of the nation and will enhance the image of the military through their successes in the community.

23. The CDS stated that before the recommendation could be approved it will be necessary for CP to redefine the positions which require university-trained incumbents. Also, the ODB recommendations had been based on a 100,000 man force, whereas the revised force structure will be about 85,000. Compensation must be made for this reduction and also for the upgrading proposal discussed previously.

24. Entry Standards Must be Broadened. In further discussion of this factor members of the CDECPG explained that an expanded curriculum would demand amended entrance standards. Although the emphasis would remain on the maths and sciences the proposed concept would include the credits required for the arts.

25. The Council agreed that the entry standards to CMC should be broadened.

26. Officers Should be Able to Join Ships or Units Immediately After Commissioning. The members expressed minor dissatisfaction with the present military college system. Although the students graduate from the same educational system they are immersed in a single environment before developing even a rudimentary understanding of other environmental responsibilities; consequently, they are not suitable for future service other than in the list/branch/environment they have selected. Such a system is contrary to all aims of unification and may cause premature retirement of young officers.

27. Members of the CDECPG, with the aid of the chart reproduced below, explained the phases of the proposed trimester training. The total time spent at college in the proposed system would be the same as at present, about three years and nine months. Any lengthening of this program might prove too costly.

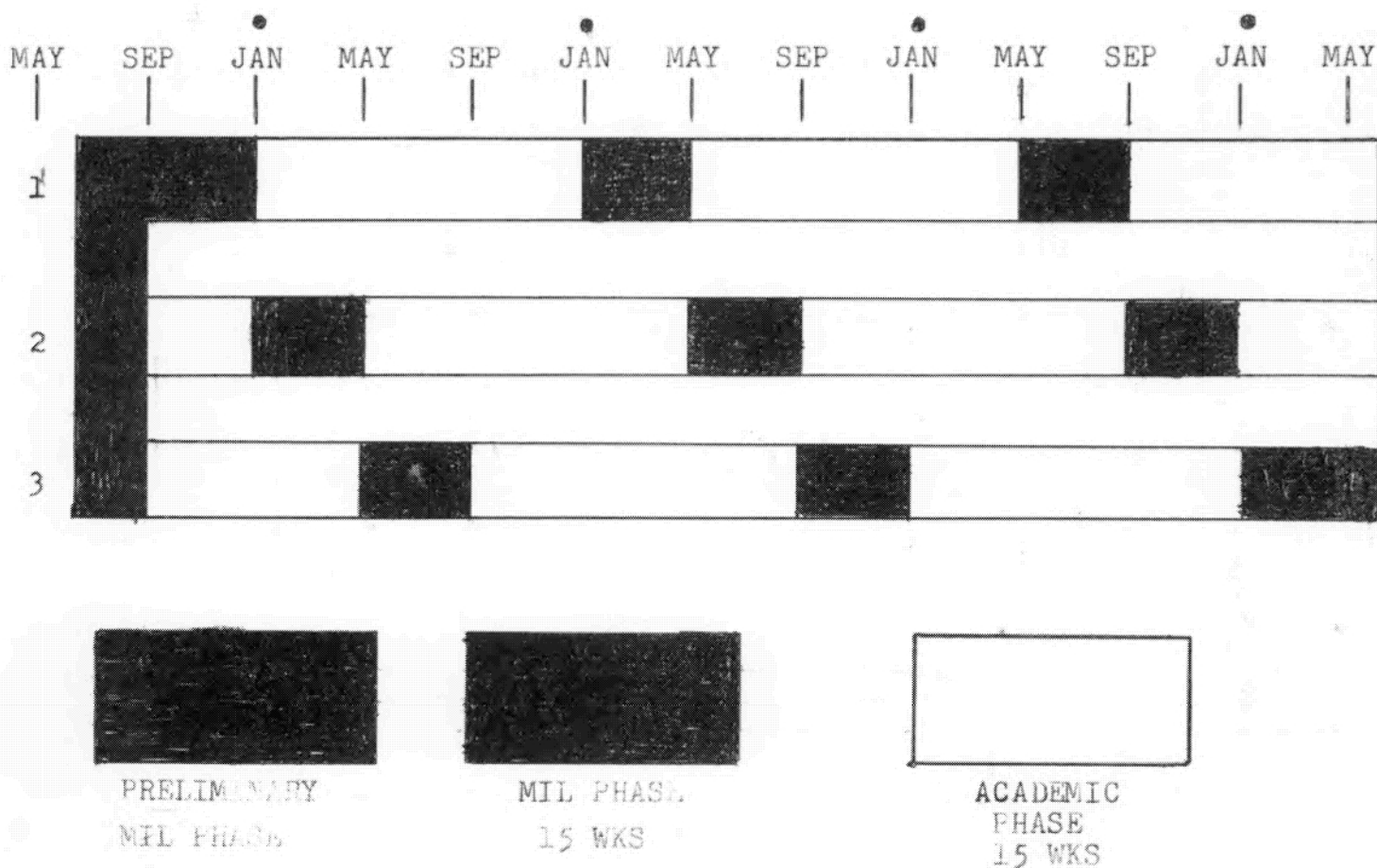
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ONE METHOD OF YEAR-ROUND OPERATION



28. The members of Council suggested the advantages of additional general military training, such as the post-graduation phase of 44 weeks practiced at West Point, would more than compensate for the additional expense involved. In addition it might improve the retention rate by permitting the students to reassess their choice of environment and list/branch. The need is more pronounced for those officers who will be employed in specialist rather than administrative or logistics functions.

29. In summarizing this discussion the CBS requested CDEOPC to reconsider this factor. The emphasis should be placed on improving the graduates' understanding of the unified forces rather than on a pre-selected environment. Circumstances will dictate the phase of the course at which the additional military training is given. For some branches, eg aircrew or administration, the open phase should be after commissioning. For others it might be planned earlier in the program.

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30. Military Training Must be Improved-Year-Round Operations.
 The members discussed the problems inherent in year-round operation. Unless the student flow is changed the system could be more expensive than that used at present. One half increase in academic staff strength/costs, needed to operate the year-round program, would be more than compensated for by a non-proportional, but increased student flow. Several methods of changing the phasing and increasing the student flow were discussed.

31. The consensus favoured the recommendation.

32. Increased Output of Military Colleges Should Be In The Proportion: 35% Arts; 30% Science; and 35% Engineering.
 This breakdown was explained by the CDECPG with the aid of the following charts.

DEGREE PREFERENCE

PROPORTIONAL BREAKDOWN BY DISCIPLINE

PER 1000 DEGREE-HOLDING OFFICERS

B.A. GENERAL	354
B.SC	300
B.ENG TOTAL	346
MECHANICAL	85
ELECTRICAL	122
CIVIL	53
CHEMICAL	3
ANY	83

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DEGREE PREFERENCE

LIST AND BRANCH	% OF TOTAL	DEGREE PREFERENCE					
		ARTS		SCIENCE		ENGINEERING	
		% OF L/B	% OF TOTAL	% OF L/B	% OF TOTAL	% OF L/B	% OF TOTAL
SEA OPS	5.4	25%	1.3%	60%	3.3%	15%	0.8%
LAND OPS							
ARMOUR	2.7	75%	2.0%	25%	0.7%	-	-
ARTILLERY	4.1	80%	3.3%	20%	0.8%	-	-
INFANTRY	8.5	85%	7.2%	15%	1.3%	-	-
AIR OPS	33.3	30%	10.0%	50%	16.6%	20%	6.7%
OPS SVCS	2.4	-	-	100%	2.4%	-	-
ENGINEERING	26.3	-	-	-	-	100%	26.3%
LOGISTICS	15.8	65%	10.1%	35%	4.9%	5%	0.8%
SECURITY	1.5	100%	1.5%	-	-	-	-
	100.0	% ARTS	35.4%	% SCIENCE	30.0%	% ENGR	34.6%

FORECAST REQUIREMENTS FOR ENGINEERS

ENVIRONMENT	SPECIALTY	NO ENGRS REQ'D	CATEGORY
LAND	RCE	35	33 CIV, 2 CTEM
	RC SIGS	13	13 ELEC
	RCEME	38	18 ELEC, 20 MECH
SEA	MARINE ENG	23	23 MECH
	MARINE ENG	13	13 ELEC
	NAVAL ARCHITECTURE	4	4 MECH
	CONSTRUCTION	2	2 CIV
AIR	TECH/TEL	65	65 ELEC
	TECH/ARM	25	13 ELEC, 12 MECH
	TECH/AE	60	20 ELEC, 39 MECH
	CONSTRUCTION	30	1 CIV, 29 MECH
TOTAL		228 ENGRS	

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33. The members of Council questioned the system used, if any, to influence the choice of discipline and, secondly, whether the forces generally could suggest changes in the curricula. They considered it essential that the system adopted should be flexible enough to meet changing requirements of both courses and content.

34. It was explained that yearly discipline quotas are established for students phasing out of the first year general program. Also, the quotas are based on the forecasts provided by CFHQ Branch Specialists.

35. The CDS approved the recommendation as a rough guide for a course model but cautioned the CDECPG against forcing students into disciplines for which they are not suited or motivated.

36. Military Academy Concept - Replaces OCSs. Following limited discussion of the improved selection possibilities offered by this proposal, the Council agreed with the ODB recommendation with the promise that the term academy not be used.

ITEM IV - POST COMMISSIONING ASPECTS

37. To facilitate discussion the members were referred to a chart showing the factors relevant to this item as reproduced below.

ITEM IV - DISCUSSION OF
POST-COMMISSIONING ASPECTS

All officers to get junior unified staff training.

All Land-force officers to get junior land-force command and staff training.

Sufficient officers to get intermediate staff training to maintain a pool of 45% of majors and above with such training.

Intermediate staff training to be primarily environmental.

Unified advanced military studies for about one half of lieutenant colonels.

All the above requirements to be incorporated in one defence college located in Ottawa

The defence college and centralized military college to be collocated in bilingual Ottawa.

An interdepartmental NSC and CSS situated with the collocated colleges in one Canadian Defence Education Centre.

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38. Several members of Council expressed concern about the course content and aim of the three junior and intermediate post-commissioning courses. They also questioned the phasing of the training relative to normal career progression and individual responsibility. CDECPC staff then presented the recommendations of the ODE in more detail. During this presentation the charts which follow were introduced.

RANK	EARLIEST PROMOTION		CRA 1 Feb 68	COMM Service	EDUCATION-TRAINING PROFESSIONAL DEVELOPMENT					FIELD STAFF Employment Yrs.	AV.YRS in each rank
	M.T.R.	Age			PG	Envir	Prof	Total	% of Comm. Service		
GEN				33	1	3	3	7	21%	26	3.67
LGEN				33	1	3	3	7	21%	26	4.13
MGEN				33	1	3	3	7	21%	26	4.71
BGEN				33	1	3	3	7	21%	26	5.50
COL		36	55	33	1	2½	2½	6	18%	27	6.20
LCOL		33	51	29	1	2½	2½	6	21%	23	7.25
MAJ		29	47	25		2	1½	3½	14%	21½	8.33
CAPT	4	25	45	23		2	½	2½	11%	20½	20.0
LIEUT	3	22				1					
OF											

COMMAND AND STAFF COURSE - 44 WEEKS

INSTRUCTION COMMON TO ALL SECTIONS 17 WEEKS	COMBINED EXERCISES 3 WEEKS	MARITIME SECTION 24 WEEKS
		LAND FORCES SECTION 24 WEEKS
		AEROSPACE SECTION 24 WEEKS
		MANAGEMENT/ADMINISTRATION SECTION 24 WEEKS

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42. Further discussion concerning the Rockcliffe site pointed out that although the base is on the proposed disposal plan, the proposal has not received government approval. A decision should be made in the immediate future however. The National Capital Commission plans an extension to the driveway system along the waterfront, but otherwise all of the site would be available. Many of the present buildings could be used without expensive modification but with the consolidation of all military educational training on the one site, the long term plan calls for extensive construction.

43. The CDS next requested the Council to consider the need for advanced courses such as a National Security Council (NSC), a Centre for Strategic Studies (CSS), and the National Defence College (NDC).

44. The members agreed that with the reduction of the other post-commissioning courses in number and content, the need for advanced courses would increase. They discounted the Milligan Study recommendation that such courses should be replaced by post-graduate university training. University training would prove too expensive and would not offer the constructive refresher studies needed by senior officers. It would be better to proceed with the ODB recommendation for an interdepartmental NSC, CSS and NDC faculty. Advanced studies of this nature are not exclusive to the military. Rather, they are shared by many government departments and civilian interests all of whom would benefit from integrated study such as in the system proposed by the ODB.

45. The discussion turned to the course to be followed to implement the relocation of the colleges. It will be necessary to detail all related costs including the military college capital construction costs and the renovation estimates at Rockcliffe. The plan must then be approved by the government. The cost studies will dictate whether the military or staff colleges should be moved first. Subsequently the system should be built up as quickly as circumstances permit until the Canadian Defence Education Centre concept is realized.

CONCLUDING REMARKS

46. The CDS thanked the Canadian Defence Education Planning Group for their thorough work and excellent presentations. He then complimented the members of the Canadian Forces Council for their sincere opinions which will help to create the Defence

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Education Centre of the future. He concluded his remarks by saying that decisions will follow further examination of the factors discussed during the meeting. He then read a communique to the Minister of National Defence which would be dispatched following adjournment. This communique is attached at Annex C.



B.V. Genge
Lieutenant Colonel
Secretary Canadian Forces Council

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Annex A
to S 1150-110/C47 (CDS)
dated 25 July, 1969

CHAIRMAN'S SCRIPT

AGENDA ITEM I

CDECPG INTRODUCTORY PRESENTATION

TO FORCES COUNCIL

25/26 JUN 69

BACKGROUND

1. The CDS, early in 1967, directed that a study be carried out on how best to organize and conduct the development of officers in the Canadian Forces in the future. This was necessary because of:
 - a. First, the lack of co-ordination within, and between, the existing pre-unification services' development systems,
 - b. Secondly, the continuing loss of too many expensively-educated and highly-trained young officers, and
 - c. Finally, the implications of unification on the officer corps.
2. The Officer Development Board was therefore formed in August 1967 and was charged with conducting a study to examine all phases of the regular officer profession.
3. The report of the Officer Development Board was issued in April of this year on a limited distribution to General Officers only.
4. To ensure general acceptability of the final report, and the plans in it, certain fundamental concepts, which the Board believed would form the foundation of the new officer development system, were presented to the CDS Advisory Committee and the Defence Council last fall, mid way through the study, for approval in principle which was received. This was considered essential if the final result was to be viable. So the fundamental concepts upon which the Board's system is based are not being presented for the first time today for initial acceptance or rejection.

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5. The purpose of the meeting today then is to consider the final report of the Officer Development Board with a view to achieving two separate and distinct things:

- a. First, to obtain a confirming consensus of the conceptual components of the report.
- b. Secondly, from the decisions reached in these discussions, to get the CDS' specific direction for the terms of reference for the implementation of a new officer development system.

6. In connection with the first purpose of this meeting - the reaffirmation of the philosophy if you like - I would stress that it concerns the ultimate, long-term, optimum concept. Principles should not be discarded because money or buildings are not available now or in the next few years - we may not be able to implement some of the principles for 20 years because of some current restriction - but, this fact itself should not influence approval, or rejection, of a principle. With a set of agreed principles, we can always work towards the goal with whatever resources are given to us now and in the next few years.

7. Because you all have had an opportunity to read the report, and as many of you have previously been briefed by the Board, I propose to restrict my opening remarks this morning to a brief review of the aims, concepts and basic organization contained in the report. We then propose that the discussion of the basic concepts contained in the report be divided into the three major divisions shown on the agenda, of management, pre-commissioning and post-commissioning. During my presentation, and the lead-in to the discussions, we have endeavoured to highlight these basic concepts. If we can get agreement, or direction, on these fundamental points in Items II to IV, it should be fairly simple to propose a realistic plan of implementation that will take into account the constraints imposed by the defence review, financial restrictions and personnel strengths.

AIM

8. The aim of officer development might be described briefly as "the progressive preparation of officers for the military profession".

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The Military Profession

9. This aim, of course, is incomplete without a definition of the military profession - and this is not easy to define. In the Planning Group's view, the distinguishing characteristics of a profession, as a special type of vocation, are its expertise, its responsibility and its corporateness. The vocation of officership meets the principal criteria of professionalism in a unique way. The direction, operation, and control of a human organization, whose prime purpose is the ordered control of conflict, is the peculiar skill of the officer. This skill requires a broad background of general culture for its mastery and demands a continuous process of development to foster the required insight, imagination, analytical ability and judgement required to enable an officer to cope with the complexity of the modern military profession in peace and in war. An extraordinarily high standard of leadership is required of the military professional, and this must be inculcated at an early stage in his career and continually expanded as he progresses in rank.

10. The interaction of these requirements, and their progressive development in an officer, produces a military professional, who is different from other professionals.

OFFICER QUALITIES

11. The report of the Officer Development Board lists the essential, distinguishing qualities of a member of the military profession, which I have just described, as being:

- a. First, soldierly virtues,
- b. Second, command ability,
- c. Third, branch and specialty skills (now called classification and subclassification skills),
- d. Fourth, list (environmental) competence,
- e. Fifth, military expertise, and
- f. Finally, military-executive ability.

12. In addition, in common with some other professions, a member of the military profession must possess:

- a. First, intellectual ability, and
- b. Second, executive ability.

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PRECEPTS AND CONCEPTS

13. As a basis of a system of officer development, which would enhance and cultivate these qualities in an officer, the Officer Development Board evolved certain general precepts. These are set forth on page 46 of Volume 1. As they are fundamental to the system embodied in the report, I would like to cover some of the more important ones at this time. They are that any development system must:

- a. First, prepare officers to contribute to a Canadian national strategy;
- b. Second, impart the Canadian military ethic to cadets and officers;
- c. Third, use the military college as the major, single source of entry into the officer corps;
- d. Fourth, ensure that courses taught at the military college are relevant to the operational and technical requirements of the military profession;
- e. Fifth, encourage original research on military matters by officers;
- f. Sixth, implement government policy on bilingualism and biculturalism;
- g. Seventh, promote unification of the Armed Forces.
- h. Eighth, offer the opportunity for educational upgrading to all officers; and
- j. Last, increase operational effectiveness by enhancing individual environmental expertise.

14. Additionally, there were several what I might call agreed parameters, accepted at the outset of the officer development study. These derived from previous studies on officers and from direction by the CDS. Three of these are worth pointing out at this time:

- a. First, there should be only one type of commission for all officers of the regular Canadian Forces in the future, a permanent one - and therefore only one class of officers.

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- b. Second, in general, an officer should be ready to join his ship or unit immediately after commissioning. One important exception to this general rule is air crew.
- c. Third, the strength of the forces was taken as 100,000, of which 15,000 are officers. However, the fundamental concept for officer development does not depend on the strength of the forces.

15. Finally, from these general precepts and parameters were evolved several, more specific concepts upon which the proposed officer development system was founded. These are the particular concepts that were presented to, and agreed in principle by, the CDS Advisory Committee, the Defence Council and a meeting of eminent educators last fall. They are the guts of the system so I would like to run over them quickly:

a. The first point concerns the Baccalaureate -

- (1) The Canadian military has always obtained its officers, of all types, from the top 15%, intellectually, of the male military-age group of society. To continue to obtain this calibre of officer in the future, it will be necessary to draw them from those with the potential and opportunity of attending university. To compete with civilian professions for its share of young men, the military profession must therefore provide university-level education and the Baccalaureate will be the minimum educational level for entrance to the officer corps.
- (2) I would like to digress here for a moment to point out that it is my understanding that this is not a new policy, but merely a restatement of a policy which has actually been in effect since 1946 - namely, that a prerequisite for a civilian to get a permanent commission in the Armed Forces is Bachelor Degree.

- b. The next point concerns the military college -
A military college is necessary to provide to officers an education that is unique to the military profession. Civilian universities cannot provide the mixture of arts and sciences, military-oriented subjects or uniquely military subjects established as essential requirements in an under-

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graduate education for the military profession. Nor can civilian universities provide the military atmosphere in which it is considered essential to conduct the education of the majority of officers of the Canadian Forces.

- c. Now, entry standards - Entry to the military colleges has, in the past, been based in large measure on the standards set by the university faculties of Ontario. To offer equality of opportunity to high school graduates of all provinces, and to adjust to the changing pattern of high school education, we must broaden our entry standards to the military college.
- d. A most important point is military training and year-round operation - Military training is the least satisfactory aspect of the current pre-commissioning programme. The present peak loading in the summer is inefficient and would become impossible with the greater number of candidates attending the military colleges as proposed in the Board's report. In addition, military training must be reorganized and increased time must be devoted to it prior to commissioning to achieve the aim of having an officer ready to join his ship or unit. The only way to cope with the military-training load of the future is by operating the officer-cadet military-training establishments year round. This will, of course, automatically put the academic terms on the same basis.
- e. Next, Centralization of the Military Colleges - It is uneconomical to operate military colleges at three different locations as is done at present; or even at two locations. Year-round operation is most efficient and cost effective if the military college is in one location.
- f. Creation of a Centralized Defence College - The post-commissioning part of our system is at present fragmented in such diverse locations as Toronto, Kingston, Montreal and Ottawa. These agencies should be reorganized and centralized in one defence college which can offer a progressive series of courses.

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g. Next, collocation -

- (1) Because many subjects and interests will be common to both the proposed pre-commissioning and post-commissioning phases of officer development, it is obviously more economical and efficient to share the curricula-development function, faculty, staff and physical facilities between the two. In fact, Board studies have shown that by far the most cost-effective method of operation is collocation of the military college and the defence college. The military college and the defence college should be collocated in the bilingual Ottawa-Hull area.
- (2) This collocated complex would become the "home" of the officer corps and would provide a unifying influence at every stage of development. It would enhance the development of cadets by allowing the military college to become physically an integral part of the whole officer development system and thereby let cadets see the progressive development the system offers them in the future.

h. Then, National Security College - The NDC should be reorganized and expanded to an interdepartmental national security college supported by a centre for strategic studies. DND has a requirement for an NDC type of course to complete the development of senior officers. Such a course, by its very nature, cannot be operated by DND alone, nor should it be run entirely at DND expense. It is proposed that the course become interdepartmental in character, although perhaps still administered by DND. A centre for strategic studies will be necessary to provide the impetus for strategic studies at the security college and, in fact, for the whole officer development system. It would also provide invaluable data for DND senior planners and commanders - and for other departments of government. Both the security college and a strategic studies element are under study by the Privy Council at present.

j. Next is another most important point, the separate-agency concept - An independent system is essential to the success of officer development in the future. The single, integrated system, which has been proposed transcends, in the Board's view, the responsibilities of any staff branch of CFHQ.

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k. Finally, up or out -

- (1) The adoption of an up-or-out system is essential to the maintenance of a dynamic, progressive, military career. The current promotion and retirement regulations will not offer attractive promotion prospects to a young officer candidate under a system where there is only one type of commission. Nor will they produce officers of the right age at the right time in their careers for the proposed officer development system. In the Board's view, a ten year, up-or-out plan will achieve a proper career progression in the officer corps of the future at a little extra cost.
- (2) However, the institution of such a system is the prerogative of the CP Branch and is not within the jurisdiction of our Planning Group.

ORGANIZATION

16. From these basic precepts and concepts grew the idea of a single, integrated, officer development system, called the Canadian Defence Education Centre, designed to meet the needs of the unified Canadian Forces. The Centre's physical elements would be largely situated in one location in the Ottawa-Hull area.

17. This optimum officer development system; which was evolved from pure principles and not constrained by day-to-day financial and other difficulties, and which was designed for an officer corps of about 15,000; would include the following elements:

- a. A Headquarters - This will have a Major General as Commander and will command the entire system; it will be responsible direct to the CDS.
- b. A Pre-Commissioning Stage - The annual requirement is about 1,400 new officers. To produce these, the system includes:
 - (1) A Military College. A single college, operating year round, to produce, by about 1980, about 800 graduates a year in the optimum plan or goal.

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- (2) A Military Academy. An expanded and improved OCTP to graduate up to about 300 a year but only until the ultimate of 800 a year from the military college is reached when it would be phased out.
 - (3) Other Plans. Entries would still be brought into the system from other plans:
 - (a) ROTP-University Plan (150 per year including 50 UTP(M)),
 - (b) Direct entry (150),
 - (c) Specialist entry (150), and
 - (d) Commissioned-from-the-ranks plan (160).
- c. A Post-Commissioning Stage - This will comprise:
- (1) A junior staff course. An 11-week course, common to all list, branch and specialties, for all senior lieutenants or captains; eventually 150 per course and four courses per year.
 - (2) A junior command and staff course. A 10-week course for all land-force senior lieutenants and captains; about 65 per course and three courses per year. Its aim is to teach junior operational staff duties for the land officers.
 - (3) A command and staff course. A 47-week course, environmentally oriented, with a capacity of, eventually, about 215 majors; with the aim of preparing officers for lieutenant colonel staff positions at any headquarters level. The aim is to maintain 45% of majors and above with staff training.
 - (4) An advanced military studies course. A 47-week course with a capacity of 35 a year whose aim is to prepare about one half of all lieutenant colonels for senior command and staff appointments in a unified force. It will be possible for candidates to acquire credit towards a Master of Military Science Degree for some subjects on this course as well as for some on the command and staff course.

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- (5) An extension division - This would be a division of the military college and would offer a general correspondence course leading to a Bachelor Degree for CFR and OCTP officers. It would also operate the mandatory preparatory-studies programme for entry to the command and staff course.
- (6) Post-graduate training - The requirement for professional post-graduate training is on the increase. The Board recommends that the post-graduate system should be increased to meet, by the mid 1980s, 50% of the Forces' requirement.
- (7) Other courses - The post-commissioning stage will also include courses in management, languages, intelligence and security, and military technology.
- (8) CDC - All military post-commissioning courses would be conducted at one institution, the Canadian Defence College.

18. A requirement has also been established for about ten senior officers a year to attend a National Security Course with their counterparts in other government departments. There is, in addition, a need to establish a centre of strategic studies in conjunction with a National Security College which would support strategic studies at that college and, indeed, throughout the entire officer development system. Another element for which a vital need has been established, mainly for senior officer development, but again of use to the whole system, is a gaming facility.

RESTRICTION ON IMPLEMENTATION

19. The cost of implementing the ideal system described, with the bulk of the annual officer requirement (about 800) coming from the military college, was obviously beyond the financial resources of DND in the foreseeable future.

20. Because the military college is the most expensive element in the system, the CDS directed that a reduced implementation plan be evolved which would see just over one half the desired number being graduated from the military college (i.e., 490) and an improved OCTP, called the Military Academy, being retained. This reduced plan, of course, moves towards the ultimate aim and can be accelerated at any time by the application of more money.

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21. The implementation plan in Volume 3 of the report is based on this direction by the CDS and sees about one half the optimum pre-commissioning plan implemented, and all of the post-commissioning plan, by about 1980, at a cost of about \$80 million capital expenditure. This is over and above the present costs of officer development and is expressed in terms of the value of 1968 dollars.

22. This sum could be abated by about 10 millions from the sale of the Forces College property in Toronto. Twenty-five millions are already budgetted for essential military college improvement in the IDP and FRR.

CONCLUSION

23. So much then for the brief highlights of the report. We now plan, in Items II to IV, to discuss the conceptual components of the report. The Planning Group was formed from the Officer Development Board, by the CDS, on 1 Mar 69, but we cannot proceed with the planning phase without specific direction.

24. Today we hope to get the specific direction we need on the concepts involved for which we previously only had approval in principle. With this direction, we can then get down to the realities of everyday life and present to you tomorrow, for discussion, the implications of what today's direction means in terms of money, people and buildings for an implementation plan.

25. By the end of tomorrow's discussion, we hope to have a pretty concrete set of terms of reference which will enable us to work out a detailed plan, or plans, which represents the considered position of the CDS and his Council, for presentation to the Minister.

26. I would also like to emphasize the urgent necessity of getting a final decision as soon as possible. As you know, consideration of the report has now been delayed for about five months by matters of greater import. Some sections of CP Branch, and other officer development agencies, have been marking time now for nearly two years pending the outcome of the officer development study and particularly in the case of the military colleges, facilities and programmes are tending to slip well below national standards.

27. Thank you, gentlemen. That is all I intend to cover under Item I of the agenda. I would now like to move to the three discussion items, starting with Item II, the concept of a separate officer development agency.

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ITEM II

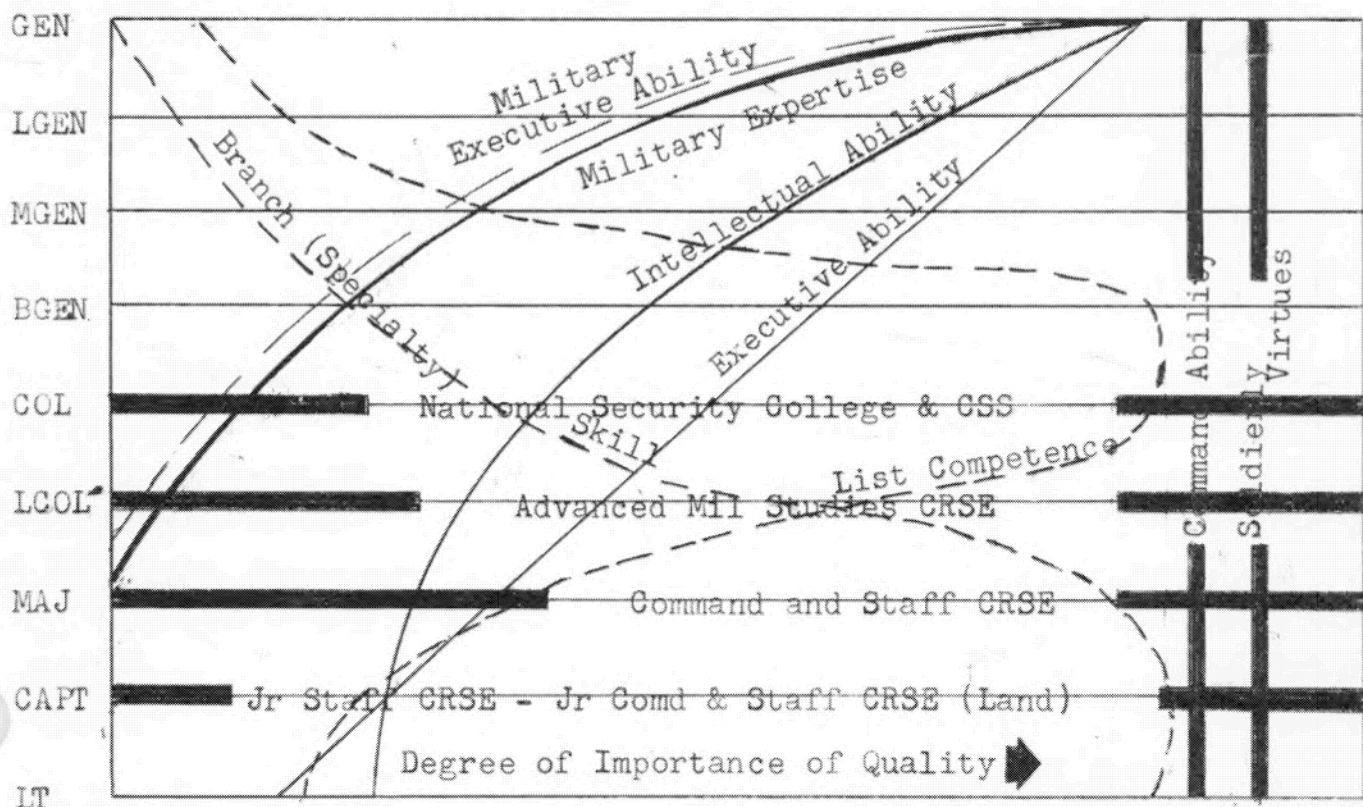
THE CONCEPT OF A
SEPARATE OFFICER DEVELOPMENT AGENCY

INTRODUCTION - PRINCIPLES

1. An integrated system for officer development is required.
2. A separate agency must be formed to command the elements of the officer development system. This agency would be responsible direct to the CDS.

DISCUSSION OF PRINCIPLES

3. In regard to the first point, you will recall that the Officer Development Board made an analysis of officer qualities to devise a guide to the objects of officer development. That analysis is represented on the chart below which shows how they saw the importance of various characteristics varying with level of responsibility. In fact, these curves represent the same qualities which distinguished a member of the military profession that I mentioned earlier in my introductory talk.



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4. Officer development was seen as a sequential process, with emphasis changing roughly in accordance with the curves. The system of courses for post-commissioning development, designed to meet these requirements, is also shown. These are the courses I covered earlier as part of the system concept.

5. With respect to subject matter, the Board's analysis of our own, and foreign, officer development processes led them to consider five broad subject areas as constituting the essentials. These are shown on this chart.

SUBJECT AREA	JSC	CSC	AMSC	NSC
Service Knowledge				
Strategic Studies				
MIL Operations				
MIL Technology				
MIL Management				

6. The post-commissioning portion of the officer development system must present material in these subject areas in a progressive fashion so that what follows is based upon what preceded; and so that at any given level, studies in one subject area and another are mutually supporting.

7. The Board believed that the kind of co-ordination required to operate courses in this way, while keeping the array of pre-commissioning aspects properly linked, demanded that the whole process be run as a system. It also believed that a separate commander with a staff was the best mechanism to achieve this.

8. Thus, when the Board spoke of a commander of an officer development system, the system referred to comprised the elements engaged in providing the required courses.

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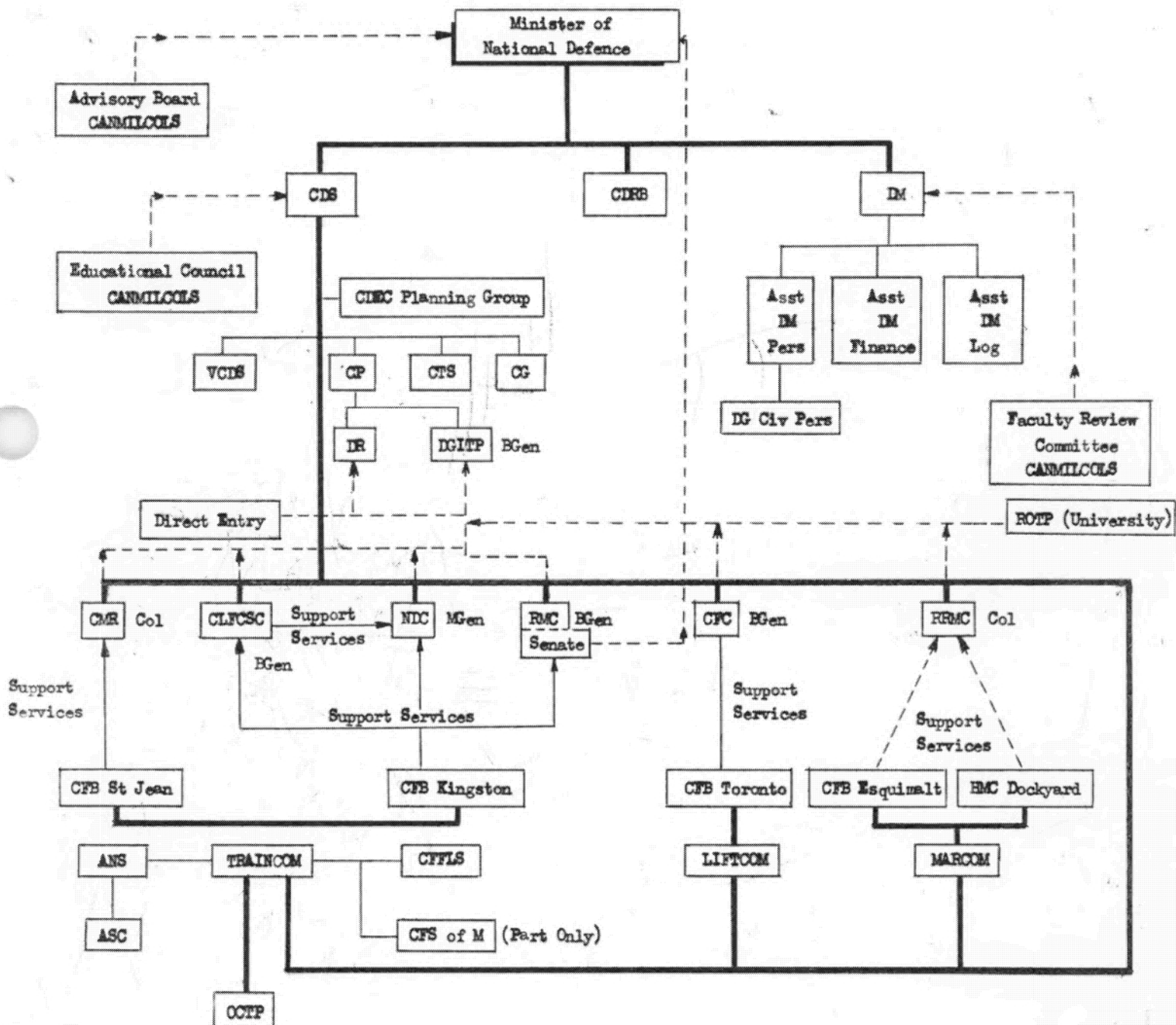
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9. For the second principle, the separate agency to command the system, I would like first to show you the present system - as far as it can be shown diagrammatically - on this chart.

OFFICER DEVELOPMENT SYSTEM - 1969



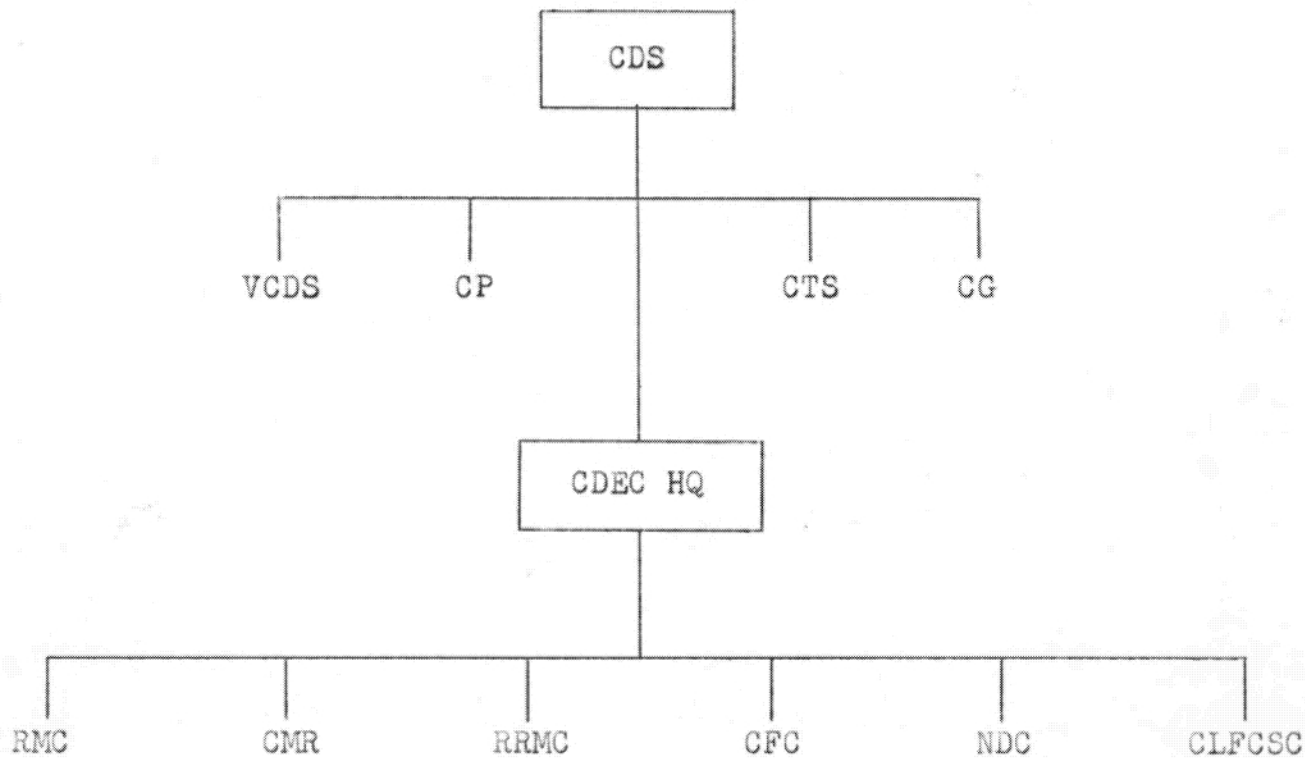
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10. Now, in contrast, I would like to show you the simplified Board proposal on this chart.



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ITEM III

PRE-COMMISSIONING ASPECTS

INTRODUCTION

1. This part of the study was probably the largest and most controversial; of the twelve points which received approval in principle from the CDS Advisory Committee last August, and from Defence Council last November, six dealt with the pre-commissioning phase of officer development.

2. The fundamental points upon which we seek your approval for this item of the agenda are shown below

DISCUSSION IF ITEM III -
PRE-COMMISSIONING ASPECTS

All officers, except CFR, must have a Baccalaureate.

There is a firm requirement for a military college.

Majority of officers should come from the military college system.

Entry standards must be broadened.

Officers must be able to join ships or units immediately after commissioning.

Military training must be improved - year-round operation.

Increased output of military colleges should be in the proportion: 35% arts, 30% science, 35% engineers.

Military academy concept - replaces OCSs.

Centralization of military colleges in Ottawa-Hull or improvement, or enlargement, of the present military colleges.

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ITEM IV

POST-COMMISSIONING ASPECTS

INTRODUCTION

1. This item covers all officer development aspects of an officer's career from commissioning to retirement.
2. The Board concluded that the present fragmented, pre-unification service institutions must be integrated into one progressive, comprehensive and sequential system which could meet the future needs of a unified officer corps.
3. The fundamental policies which the Board considered essential to meet such an aim are shown below.

DISCUSSION OF ITEM IV -
POST-COMMISSIONING ASPECTS

All junior officers to have common-to-all basic staff training.

All junior land-force officers to have basic command and staff training that is a unique requirement of the land force.

Sufficient officers to have intermediate staff training to maintain a pool of 45% of majors and above with such training.

Intermediate staff training to be primarily environmental.

Unified advanced military studies to be given to about one-half of all lieutenant colonels.

All post-commissioning officer development to be consolidated in one defence college, located in Ottawa.

This defence college and the centralized military college to be collocated in bilingual Ottawa.

DND to continue to support the concept of an inter-departmental NSC and CSS, with shared costs, faculty and students, to be situated with the collocated military and defence colleges in one complex, the Canadian Defence Education Centre.

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Annex B
to S 1150-110/47 (CDS)
dated 25 July, 1969

A REQUIREMENT FOR A UNIQUE MILITARY EDUCATION

1. The aspects of military education that render it unique are:
 - a. Breadth or scope: It is considered mandatory that officers of the future receive university calibre education in a wide range of subjects from arts, science and engineering programmes. We will require engineering graduates, for both the engineering list branches and other branches, who also have a sound understanding of social management. We will need science graduates who have an understanding of the technical application of their knowledge as well as an understanding of social and behavioural sciences, and management. We will need arts graduates who are knowledgeable in higher mathematics, general science and management. While most of these subjects are available at universities, they cannot be obtained to the extent required in single course programmes. We see this breadth of knowledge as being essential to all our future officers, to provide them with a broad understanding of Canada and the world; and to establish the foundation for subsequent phases of career development.
 - b. Several subjects that are uniquely military, are essential in the education of officer cadets such as: leadership, military management, military history, concepts of mod. strategy, economics of defence, military geography, nuclear weapons technology, to name some. These courses are not generally available outside the military colleges at undergraduate level.
 - c. Military training: The foreseen officer cadet training requirements total some 50 weeks in length. These requirements can best be met in a phased training programme which is closely co-ordinated with the educational programme and hence extended over its entire period. Progressive co-ordination of these two parallel programmes as separate entities within a total system is seen to be the key to successful officer development. Such co-ordination and control of programmes is not possible outside the CMCs.
 - d. The development of physical fitness and the ability to organize and conduct military physical fitness programmes, is essential to all junior officers.

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- e. The needs of bilingualism, as considered applicable to future officers, embrace more than education in two languages. The development of appreciation and understanding of the true bilingual nature of the forces dictates an undergraduate programme that is completely integrated, if possible, within a bilingual environment. Very few civilian institutions of higher education could even begin to satisfy this requirement.
- f. Finally, we consider it essential that to develop the necessary character and moral attributes in future officers, not only is a military atmosphere required, but an atmosphere in which the ethics of the military profession can be implanted with relation to all aspects of the total system.

2. We are firmly convinced each of these requirements, together with their sum total, is perfectly valid. We must, however, examine an alternative to this substantial military college system - namely the recruiting of all our required graduates from universities, during both under-graduate years and after graduation. This option raises serious problems in attracting sufficient numbers in the required disciplines. To meet our needs, we would have to attract over 300 candidates per year from each of the arts, science and engineering disciplines. Consider the chart below, which shows comparative salary expectations between arts, science and engineering graduates, related to junior officers' pay.

DIRECT ENTRY - UNIVERSITY GRADUATES

ATTRACTION TARGETS

GRADUATE SALARY EXPECTATIONS (1966/67 APEO & DBS)

B.ENG: \$8,950, RAISE EVERY 6-9 MONTHS
 B.SC : \$7,100, RAISE EVERY 12-15 MONTHS
 B.A : \$6,000 (ESTIMATE) RAISE VARIABLE

CURRENT LIEUTENANT PAY: \$7,116, RAISE EVERY 12 MONTHS

3. It can be concluded that the forces would have no problem meeting the quota of arts graduates, that science graduates would pose some recruiting difficulties, and that engineers would be virtually impossible to attract in the numbers required.

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2. The high success rate of Ontario and BC cadets stems from a close relationship between their provincial standards and the CMC entry standards and course curricula. Conversely, the high failure rate of cadets from Quebec and the other provinces is indicative of their inability to pass the CMC courses which are based on Ontario standards, even though these same students were excellently prepared to attend universities in their own province - they must have been or they would not have gained academic acceptance to the CMCs. Resolution of this situation entails a much increased flexibility in the military college curriculum. The key to this flexibility is a broadened entry standard. It is noted that there is no intention of lowering the standards of engineering and applied science courses; but rather an intention of introducing liberal arts and general science programmes of study which will have less advanced mathematics and engineering content, but more military oriented courses. We could then introduce two or more levels of specific subjects in the early terms, which would permit a levelling of capability among entrants from different provinces. We feel very strongly that only with this measure of flexibility can we offer a career in the military profession to all Canadians on an equitable basis, with success being predicted on merit, and not dependant upon some accident of birth.

BACCALAUREATE DEGREE REQUIREMENT

1. The education of future officers to first degree level is stipulated by a number of requirements, which can be grouped into three categories, namely: forecasted demands of officer functions; the prerequisites of intermediate and senior rank officer development phases; and the sociological patterns of future Canadian society. These are explained briefly as follows:

- a. Forecasts carried out to predict the roles and functions of officers in the forces of the future indicate a requirement for all officers to have a sound knowledge of:
 - (1) Modern science - demanded by the foreseen complexity and sophistication of weapon, detection, control and communications systems, and by the rate of change of technology in general.
 - (2) Mathematics - required for an understanding of the use of computerized systems, the use of computer programmes for decision-making, staffing functions, data reduction and correlation techniques, and as a background for the general scientific nature of military equipment and technology.

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- (3) Management and management science - demanded by the use of modern management principles and techniques, both within the department and by other departments and agencies with which DND will be closely related.
 - (4) Behavioural sciences - essential, in this modern age, to all leaders and managers placed in authority over personnel.
 - (5) International affairs - command forces, which support Canada's international policies, dictates a sound understanding of these policies and the factors affecting them.
 - (6) Environmental studies - required to develop a comprehensive understanding of the operational environment of forces, whether land, sea, or air. Such subjects as meteorology, oceanography, synoptic geography, cartography, etc are suggested as being most desirable, not only for combat officers, but also for combat support officers operating in a particular environment.
 - (7) Language studies - required by all officers to the extent that each has a conversational ability in both official languages, and
 - (8) Military subjects - a number of subjects unique to the military profession must be included in undergraduate and graduate studies, to develop a broad understanding of defence in all its aspects.
- b. Taken together, these requirements define the "multi-discipline pattern of education" necessary for the development of officers of the future. This necessity is further substantiated as essential preparation for advanced military development courses at the intermediate and senior ranks, many of which will be organized and conducted at university level.
- c. Valid as they undoubtedly are, these demands for higher education of officers become pale in significance, compared to the predicted effect of future education trends in Canadian society on the selectivity base for officer candidates. As this graph shows, there is a rapidly-growing increase in the percentage of the male population in the 18-24 age group attending university - as shown by the shaded area. In 1955 this enrolment was 8% of the age group. By 1965 it

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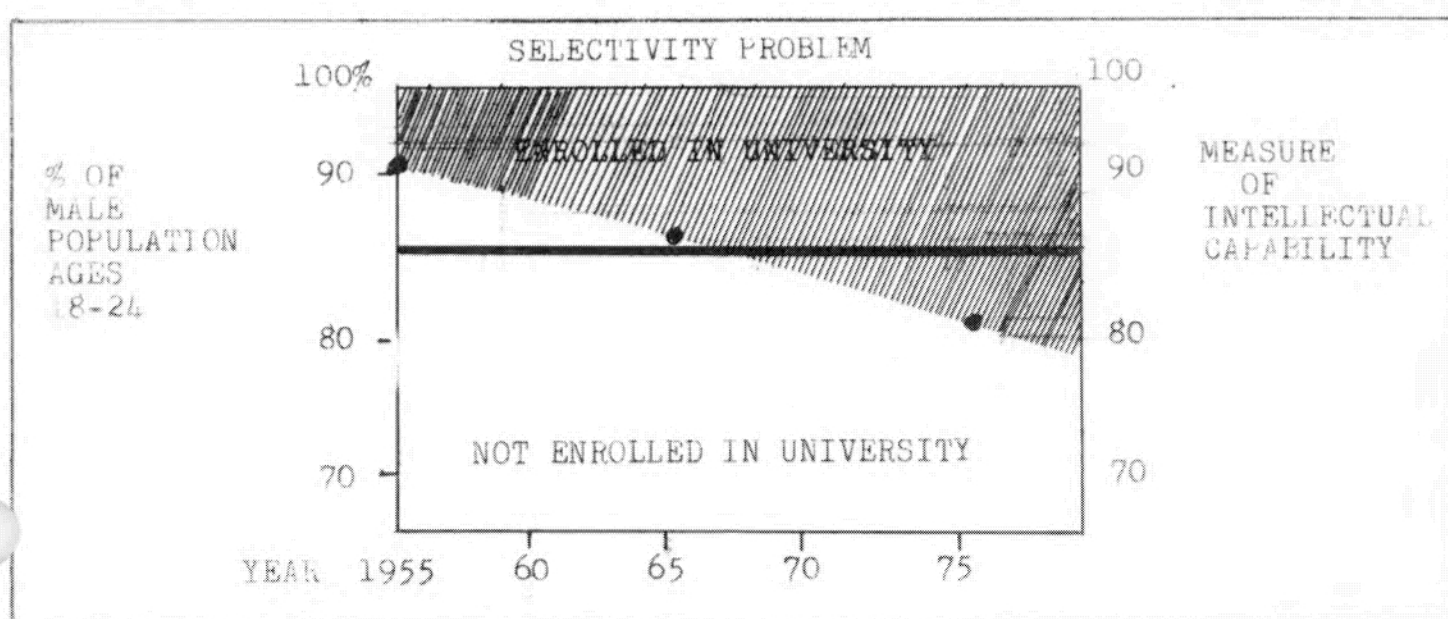
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had increased to 14%, and by 1975 is forecasted to exceed 20%. It seems safe to assume that this group attending university comes mainly from those with the greatest measure of intellectual capability. CP Branch informs us that from several research projects, begun in the later years of the Second World war and carried out on several occasions since, it has been determined that all of our young officers in the past - OCTP, ROTP, OCP etc - have come from the top 15% intellectually, as shown by the area above the heavy line. It is clear that in the future even a university education will not necessarily ensure that this intellectual level is maintained, as evidenced by the shaded area below the line, but if we continue to recruit some 60-65% of our officer candidates at secondary school level - as we are doing now - without offering higher education, then we will find too many candidates from within the segment whose intellectual ability is lower than those destined for university education. This policy would constitute a grave risk on a steady decline in the intellectual calibre of the officer corps, and is simply not considered acceptable. Therefore, in order to maintain the present and past calibre of our officer corps, we must not only attract university calibre students, but offer them a university calibre education. Recognition of the inevitability of this need is paramount, and considered critical to the development of military professionalism in our future officers.



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IMPROVED MILITARY TRAINING AT MILITARY COLLEGES

1. This proposal was generated by two separate requirements: First, a realization that the former summer training programmes for ROTP officer cadets were not attaining their aims of preparing cadets for their first unit posting. In most branches and specialties, a further post-commissioning period of training, varying in length from 12-16 weeks, was required after graduation, before newly-commissioned officers could commence serving in their first units. Secondly, we believe that in our unified forces, a common military standard, applicable to all officers, must be attained as a prerequisite for commissioning. Thus we developed the principle that an officer, upon being commissioned, must have attained a set common military standard, and must have received sufficient list/branch/specialty training to enable him to be posted to his first unit and commence effective service. We realize that there will be exceptions to this principle - such as aircrew - but believe that, in general, it should apply.

2. We have developed such a training scheme, which consists of three phases:

Preparatory - about 3 - 4 weeks

Common training - about 15 weeks

Environmental - about 30 weeks

The setting of finite standards to be attained in each phase must await completion of specification studies currently under way in CFHQ and these will dictate the actual duration of the phases, but as an interim approach, we have adopted the current OCTP standards as a guideline, since field and unit commanders seem to be unanimous in their high opinions of the military capabilities of young OCTP graduates.

3. The environmental phase of this proposed training concept will be designed to include the requirements of young officers' courses, sea-ops courses, technical specialty courses etc, thus preparing cadets for their first posting as junior officers. In some specialties, the full 30 weeks may not be required, permitting the cadets concerned to obtain some on-job experience in units. With respect to aircrew, it is hoped that basic flying training can be completed during this phase.

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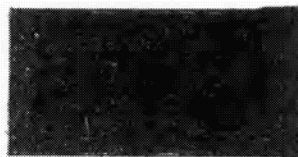
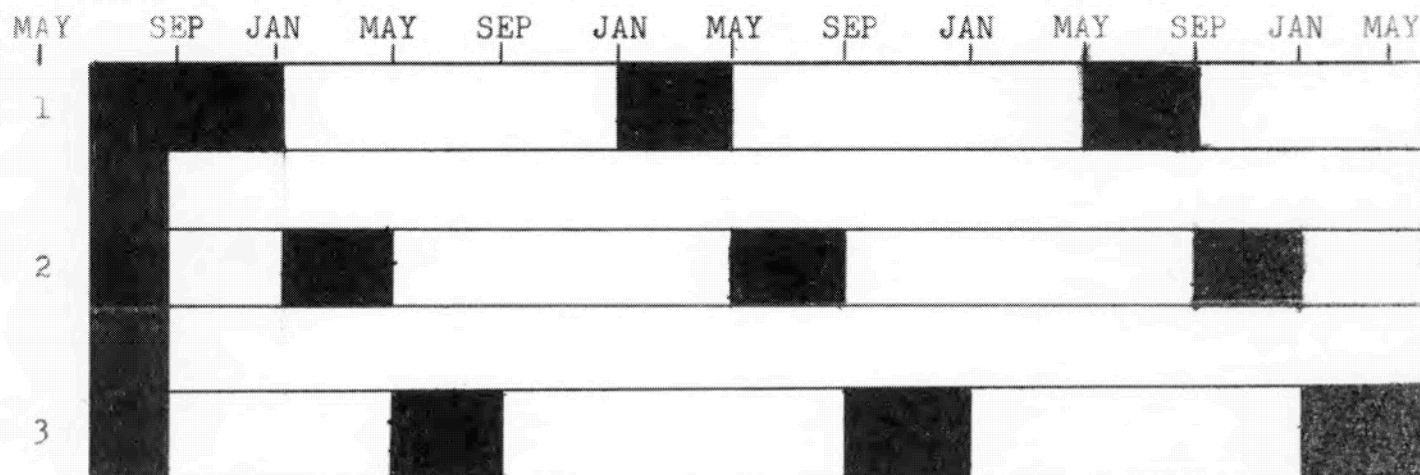
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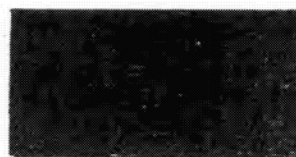
YEAR - ROUND OPERATION

1. As General Milroy stated in his presentation, the primary reason behind this proposal stems from the need to provide a meaningful military training programme, of considerably greater length than is now possible, if our training aims are to be attained. This will be required for substantially greater numbers of CMC cadets than at present. The existing personnel and facilities that can be made available each summer for such a training programme would be woefully inadequate for the task, and indeed, it is the opinion of many senior officers that they are somewhat inadequate now.

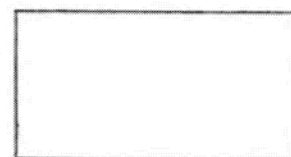
2. The only feasible solution to this problem lies in making optimum use of existing resources by spreading the training periods over the entire year, thus reducing the massive summer peak-loading, which inundates the system. In consultation with TCHQ, we have developed this model of one possible method.



PRELIMINARY
MIL PHASE



MIL PHASE
15 WKS



ACADEMIC
PHASE
15 WKS

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3. This concept would require the military colleges to adopt a year-round, or trimester, concept of operation. Examination of this idea reveals several significant advantages to the forces, some of which can be seen on the chart. For example, it allows us to provide the time we urgently need for our expanded military training programme, without reduction of academic time and without increasing the total pre-commissioning period. Secondly, it requires a re-organization of the concept of college operation from the present year-oriented examination system to a term oriented credit system. This, in turn, provides a great deal of flexibility. A broadened entry standards, more flexible course programming and the ability to offer courses in more than one term per year would all go a long way toward coping with the wide variations of secondary education standards which exist between provinces. Thirdly, this system permits entry into the programme at intermediate stages. Graduates from such institutions as regional colleges, technological institutes can be duly accredited for the education already possessed and injected into the stream at the appropriate stage. Military training could easily be caught up by judicious programming, since each mil training phase is scheduled every term. The awesome problem which the CEGEP system in Quebec poses for CMR would be reduced to a relatively straight-forward registrar function, given the flexibility inherent in trimester system. Also, there is flexibility in graduation. Some course programmes might well be completed in less than eight academic terms, and cadets in these options would become available to their assigned units sooner, provided the necessary military phases were completed. Finally, there is a reduction in capital expenditure compared to equivalent expansion of the present system, since just over two-thirds of the student body are in residence at any one time, hence accommodation and facilities required are substantially reduced. These inherent advantages notwithstanding, it is reiterated that year-round operation is absolutely essential, if the aims of military training, as we have developed them, are to be met.

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Annex C
 to S 1150-110/C47 (CDS)
 dated 25 July, 1969

THE MINISTER

CANADIAN FORCES COUNCIL 25 - 26 JUNE 1969

1. I have the honour to report that Canadian Forces Council met on 25 and 26 June, 1969, to consider the Report of the Officer Development Board. You will recall that, at the 251st Meeting of Defence Council, on 4 November, 1968, you agreed in principle with the approach taken by the Board and, furthermore, you noted that the final report would be available later
2. Having considered this final report, Council reached the consensus that the unified Canadian Forces must have an officer development system, of the type recommended by the Board, if they are to meet the future defence needs of the nation. In particular, it was concluded that a centralized institution, located in the National Capital District, at which future officers could receive their military education in a manner which would meet the aims of the government's policy concerning bilingualism and biculturalism, would not only be essential to the well being of the forces but also would make a vital contribution to national unity.
3. It was further agreed that certain aspects of the system proposed in the Report would require further study and definition to allow preparation of an implementation proposal. In this regard, I shall issue the required directives shortly. When these additional activities have been completed and the priority of the system with respect to other items in the Integrated Defence Program has been analyzed, I shall be in a position to recommend a specific course of action for your consideration and approval.
4. Finally, noting that this was his last meeting before retirement after long and meritorious service, Council extended thanks and best wishes to Lieutenant General W.A.B. Anderson, OBE, CD.

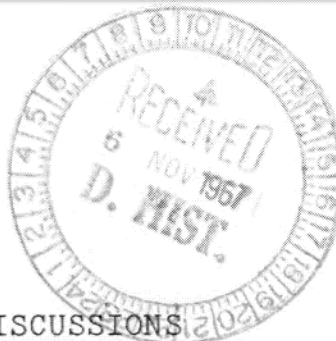
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COPY NO 55
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SUMMARY RECORD OF DISCUSSIONS
OF THE 7/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS ON 24 OCTOBER 1967

Canadian Forces Headquarters
OTTAWA, Ont. 3 November 1967

PRESENT

Chairman:	General JV Allard	Chief of the Defence Staff
Members:	Maj General NG Wilson-Smith Vice Admiral RL Hennessy Lt General LGC Lilley Air Marshal EM Reyno Commodore FB Caldwell Rear Admiral WJ Elliot Major General MR Dare Lt General WAB Anderson Rear Admiral JCO'Brien Maj General RP Rothschild Air Vice Marshal RC Stovel Air Vice Marshal Pollard Air Vice Marshal AC Hull Air Vice Marshal RJ Lane	Acting Vice Chief of the Defence Staff Comptroller General Chief of Technical Services Chief of Personnel Secretary Defence Staff Surgeon General Deputy Chief Reserves Commander Mobile Command Commander Maritime Command Commander Materiel Command Commander Training Command Commander Air Defence Command Commander Air Transport Command Commander 1 Air Division
Secretary:	Group Captain PW Holloway Major MF Whiting	Deputy Secretary Defence Staff (Military Members)

IN ATTENDANCE

Mr. EB Armstrong	Deputy Minister of National Defence
Dr. LJ L'Heureux	Vice Chairman Defence Research Board
Group Captain RE Mooney	CFCS
Colonel LA Bourgeois	DIS
Air Vice Marshal GS Austin	Deputy CG
Commander PEG Simard	MA/CDS
Mr RL Raymont	ESO/CDS
Item III	
Brigadier WJ Lawson	JAG
Group Captain HA McLearn	JAG
Group Captain JH Hollies	JAG
Captain AO Solomon	DPLS

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SUMMARY RECORD OF DISCUSSIONS
OF THE 7/67 MEETING OF THE CANADIAN FORCES COUNCIL
HELD IN THE CDS CONFERENCE ROOM
AT 0930 HOURS, 24 OCTOBER, 1967

1. The CDS, in opening the meeting, advised that the MND, the Minister of Revenue and the Deputy Minister of the Treasury Board had been briefed on the Forces budget. He explained that the current position on this matter is that the Forces should be either relieved of a large commitment and be permitted to close a number of bases, or be authorized to retain between 102,000 and 105,000 personnel. There was a possibility that the Cabinet would require a briefing on this subject.
2. The CDS then discussed possible savings in maintenance expenditures and instructed all Commanders to make every effort to effect economies in this area. He stated that he hoped to achieve a saving of five million dollars in this part of the budget which could be applied to increase the manning ceiling. He was of the opinion that savings in expenditures for heat, light, storage of unnecessary items and other maintenance costs could be made without effecting the operations of the command, and asked that CTS produce recommendations and coordinate the program.
3. The CDS said that he planned to reinstitute an Inspectorate with representatives from all branches, except operations, to visit and report upon the activities of all bases.
4. The DM gave a brief outline of the National economic situation and stated that because of the Government's financial position it was unlikely that the Services would get any alleviation. He went on to say that it would be necessary to define more precisely the required structure of the operational forces.
5. The Commander Maritime Command stated that no realistic action could be taken to effect savings until the terms of reference were defined. He suggested further that Commanders would be much more inclined to seek out possible savings if they could be assured that such savings could be reapplied within their own commands. The CDS acknowledged that this is true and he suggested that if unification interferes with the operation of the Forces some adjustment may be necessary.

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ITEM I

BRIEF PROGRESS REPORTS BY BRANCH CHIEFS

Vice Chief of the Defence Staff

6. Major General Wilson-Smith advised the members that the draft DND War Book and its companion, the Canadian Armed Forces War Plan, had been circulated to Commands and Regions. Comments were requested by 15 Nov 67. The further draft War Book and War Plan should be re-circulated early in Dec 67 with a view to achieving distribution of the final versions in 3 to 4 months.

7. An approach has been made to the Department of Transport proposing that they cooperate with DND in a program of joint use of radars as a first step towards the formation of a closely coordinated Canadian Aerospace System.

8. A draft tripartite agreement (DOT-DND-USAF) for the operation of Goose Bay was now being discussed with the US State Department. The initial reaction of both the State Department and the USAF was favourable. The paper is now being staffed and official comments are expected within two weeks. The contentious point is still the question of Communist or satellite countries operating commercial aircraft into Goose Bay. Canadian reassurance contained in the above mentioned agreement should alleviate US concern.

9. A Canadian Forces-USAF meeting was held at the Pentagon on 20 Oct to discuss proposed reductions in Air Defence Command. External Affairs as well as State Department officials attended as observers. The USAF position is in accordance with the NORAD conclusion that none of the radars nor the Val D'Or deployment site should be closed. Both NORAD and USAF envisage a continuing requirement for the six radars and the Val D'Or deployment base well into the 1970s, even after the Advanced Manned Interceptor and the AWACs come into being. The Canadian representatives attempted to obtain alternative suggestions from NORAD and USAF for the closing of radar stations; however, it would seem that NORAD feels that all Canadian radar stations have a higher priority for retention over many radars in the Central US. After much discussion it was officially agreed that NORAD would review the North American Air Defence radar requirement as one system and list in order of priority those radars which are a continuing requirement. The USAF would then attempt to obtain approval to continue the operation of the higher priority radars in Canada with either USAF manning or USAF funding saved from closing of radar stations in the South Central US. The question of retaining Val D'Or would also be considered in the same light. NORAD will complete their study for presentation at a second meeting to be held in the near future. The same Canadian representatives will attend this meeting in the Pentagon.

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10. It was decided at the 230th Meeting of Defence Council to reduce by 50% Canadian co-manning at NORAD units controlling Canadian airspace or activities. NORAD are of the opinion that some cuts can be made without affecting the system and are studying the problem. Results of their study should be known shortly.

11. A meeting was held on 18 Oct between representatives from CFHQ Branches, DM's Office, MOBCOM and External Affairs. Working groups were organized to consider the operational, logistics, accommodation, administrative and foreign relations implications of relocating 4 CIBG to southern Germany. A meeting of the Chairman of these groups will be held on 25 Oct to review progress. The study being undertaken is purely to determine the desirability of the proposal which may not survive beyond the study stage.

12. A draft paper "Rationale for Defence" will be submitted to VCDS on 16 Nov 67. The paper will include the changes that resulted from the Kingston symposium.

13. A marked increase in the number of UFO reports referred to DND for investigation has been apparent during the past twelve months. In a number of cases UFO reports have contained sufficient information to warrant a formal investigation by the Command in whose area the report originated.

14. As a number of the investigations have disclosed evidence which would suggest that UFOs may exhibit some unique scientific or advanced technology which could possibly contribute to scientific or technical research, representation has been made to the National Research Council (NRC) suggesting that NRC accept the responsibility for investigating UFO reports which are referred to governmental agencies. It is to be appreciated that, should NRC accept these responsibilities, DND will be required to provide assistance to NRC in such areas as the carrying out field investigations.

Chief of Technical Services

15. The CTS stated that it will probably be necessary to accept a 15% cut in maintenance costs for next year. He suggested that personnel cuts proposed for AETE may be made by reducing the number of aircraft on their inventory since it requires from 3 to 9 persons to maintain one aircraft. It may, however, be necessary to request assistance from the commands in the provision of test vehicles. He announced that as yet there was no Treasury Board approval for the new uniform program and that this lack of decision will result in delays. He also advised that many equipment deliveries were delayed. For example it is apparent there will be an additional four months slippage on the CF5. This means that the first Sqn can not be formed until 1969. The delivery schedule for the Buffalo has also been set back because of priority

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deliveries to Brazil. Seven Falcons have now been accepted and are in the hands of North West Industries for fitting with interior equipment. Because of slippages in that company the two that were scheduled for delivery in Nov have been delayed until Dec, and two scheduled for delivery in Dec have been delayed until Jan 68.

Chief of Personnel

16. CP announced that word had just been received that G/C Cole, Commander of CFB Chatham, had in fact been killed in the crash of his aircraft the previous day. The CDS and the members noted with sorrow and regret the untimely death of this promising officer.

17. CP reported that the reorganization of DGPC was nearly completed, and the management of personnel would now be done by functional departments. In this connection the CDS noted that there had been a favourable reaction to this reorganization from the field and that the DGPC deserved to be complimented for his part in it.

18. CP announced that Cabinet approval has been given for the Forces ensign but approval for a Jack for the Navy and Pennants for Senior Officers had not yet been received. He also reported that collar badges for fifteen lists are being designed.

19. With regard to CANEX, the CP stated that preparatory studies were now being undertaken by the newly appointed Director General. He stated that the DG CANEX had been instructed to move slowly at first, and that the Council would be briefed before any firm program of implementation is begun.

20. CP noted that some difficulty had been experienced in filling positions required for social welfare officers. However, a number of officers in this classification would shortly become available to help alleviate this problem.

21. A brief report on the facilities provided for Forces visitors to Expo revealed that 4000 single persons had been accommodated at the hostel and 3600 families had been accommodated at the St Hubert campsite. The program had been very successful and the sponsoring unit was able to meet expenses notwithstanding that the service was provided at a very nominal cost to the individual.

22. CP advised that an increase in PMQ rental of \$10 per month would be forthcoming shortly but that, while he hoped it would be possible to provide some three months warning, Treasury Board might insist that it become effective 1 Jan 68. The DM said that it was his understanding that the 1 Jan 68 date for

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introduction of the new rental rate is firm. A general discussion followed this announcement during which the Commander, Mobile Command expressed regret that this new concept of assessing PMQ rental rates had been accepted without providing the Commanders an opportunity to comment. The concept he suggested is based on the supposition that the serviceman will have the option of living in a married quarters or of living in accommodation rented from within an adjacent civilian community. He pointed out that within his command a large number of personnel are stationed at bases such as Gagetown and Petawawa where there is little opportunity to exercise this option. The result of this new policy could, he suggested, find a Sergeant living next door to a Private with both paying exactly the same rental.

23. The DM, responding to the suggestion that this new rental policy had been rushed through, pointed out that the concept had been explained when the new pay structure had been introduced a year ago and that, in fact, it represented a part of the total pay structure.

24. Arrangements were made for a briefing on the subject to provide Commanders with a detailed explanation of the necessity to increase rental charges and the method of implementation. Time precluded the briefing, however, and it was agreed that details would be provided by letter to all Commands.

25. CP then announced that a 55% reduction in the premiums payable for the GSMIP had been approved and that this would become effect 1 Dec 67.

26. CP advised that an amendment to QR&O 15.20 would be issued shortly to allow personnel to retire in the highest rank held, including service during World War II.

27. The CP observed that the recruiting figures had dropped from approximately 1000 per month to 115. This would result in smaller groups for training and, consequently, TC may be required to amend their schedules. He said he would provide a full briefing on the implications of reduced recruiting rates for the next meeting.

28. Finally, CP stated that he had arranged for a Chaplain's Seminar to be held later in the week to discuss the role of the Chaplain service in today's world. Emphasis would be placed on taking advantage of the vast social welfare training and experience possessed by these personnel.

Defence Research Board

29. Dr. L'Heureux advised the members that efforts are being made to exclude the Satellite program from the Defence Budget. If this could be arranged it would make an appreciable difference to the current financial situation facing DRB.

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30. He went on to say that, while an increase in operational research was planned, it was doubtful if it would materialize due to the financial restrictions of the new budget. The CDS expressed concern that there might be a reduction in operational research and suggested that selected officers from MOBCOM might be provided to assist DRB in areas of concern to the land forces. He asked that the feasibility of posting officers to DRB for this purpose be explored. The Commander Mobile Command pointed out, however, that there is no surplus of officers in his command.

ITEM II

BRIEF REPORTS BY COMMANDERS

Mobile Command

31. The Commander Mobile Command stated in his opening remarks that the recent rotation of troops to Cyprus had been conducted smoothly. As a new feature, basic support of the deployed troops would be provided from MOBCOM bases. He noted that communications support is satisfactory for peacetime operations of this nature, but that in an emergency the communications would be inadequate.

32. He advised that Exercise Rob-Roy, a NORTHAG Corps exercise, was complete and that the Canadian troops had performed well.

33. The Commander also advised that the annual meeting of ALCANUS had been held at St Hubert last week and that there was nothing of significance to report. He suggested that his greatest problem concerned stagnation in the reorganization of the infantry and the formation of the Airborne Regiment.

34. In regard to the location of the Airborne Regiment at Edmonton, the Commander stated that the only apparent problem was the provision of schooling for French speaking members' children.

35. CDS stated that he fully recognized the problems in connection with reorganization of the infantry and he suggested that this would be resolved once the final manpower figures for the Forces became firm. He said, further, that he agreed with the concept of the Airborne Regiment and that he fully recognized the problems involved in schooling for dependents of French speaking personnel. Considerable discussion followed on the question of providing adequate schooling for French speaking dependents during which it was pointed out that the basic problem is not only concerned with language but also with the content of the curriculum in the various provinces. The CDS noted that with the difference in educational standards between the provinces a child could

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easily lose an academic year with each move out of and back into the Province of Quebec. In the discussion it was noted that this same problem exists for English speaking dependents and, while no major complaints have been raised to date if special arrangements are made for French speaking dependents, there is little doubt but that complaints will be forthcoming. The CDS concluded the discussion on this aspect by noting that the problem of schooling is being carefully studied.

36. The Commander queried the progress of the reorganization of the bands, and suggested that it would be helpful if the band establishment was removed from Command establishments. After a brief discussion the CDS agreed to this suggestion and directed CG to place the bands under the miscellaneous establishment of CFHQ.

1 Air Division

37. The Commander 1 Air Division stated that he had nothing of major concern to report.

Air Defence Command

38. The Commander Air Defence Command stated that the manning level within his command remained high and that in fact there had been improvement in some of the vital trades. He anticipated a drop, however, but it would not hamper his operational capability.

39. He expressed concern over the continuing lack of housing at North Bay and the effect this may have on the planned consolidation of his headquarters. In this connection he requested that the "scheduled flight" between North Bay and St Hubert, to be discontinued 31 Oct, be reinstituted not only for essential liaison between the elements of his headquarters, but also to allow servicemen to visit their families remaining in the St Hubert area.

Materiel Command

40. The Commander Materiel Command reported that his annual conference had been held during the past week. He stated that the majority of members had expressed concern over the forthcoming adjustments in rent for married quarters, particularly as it may concern relationships between Service and civilian occupants.

41. He mentioned that Base Commanders were experiencing difficulties operating under the present concept of organization and suggested that base organizations rather than being rigidly standardized be redesigned to suit the specific requirements of an area.

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42. The Commander noted that he was working closely with CTS on the determination of the ultimate depot configuration. A careful examination had been made of the depots in Eastern Canada and this has resulted in a realistic assessment of the requirement. He noted, however, that some hard decisions would perhaps be required to effect the economies which are needed. The CTS noted, however, that it is not possible to close out depots quickly since it is necessary to relocate stocks and also, since we are still operating three separate supply systems, to continue to provide inventory control at the new location. Considerable discussion followed on the problems involved in closing out depots and the disposal of surplus equipments. It was generally agreed that every effort should be made to identify and dispose of equipment which is surplus and efforts should be directed toward streamlining this procedure. For example, when it is apparent that DND will have to provide prolonged storage for surplus items and the cost of this storage appears likely to exceed the market value of the equipment, an effort should be made to dispose of the equipment by reducing it to scrap or by destroying it. It was also agreed that where it is necessary to move equipment from one depot to another as a result of the consolidation program, consideration should be given to using the facilities of Mobile Command in much the same way as the facilities of 4 CIBG were used to assist in the relocation of units of Air Division.

Air Transport Command

43. The Commander Air Transport Command provided the members with a brief summary of airlift accomplishments during Operation Snow Goose and the rotation of 4 CIBG. He noted, also, that the command had participated in a small exercise with the Signal Squadron at Valcartier and that, during a four day period in Sep, it carried out the re-supply of all arctic weather stations involving the movement of some 234 tons of material.

44. The Commander then addressed the problem of reducing consumption of POL within his command. While initially it appeared as though he would be able to comply with the direction received in this regard, it is now apparent that airlift resources are committed to some 120% of their normal capacity between now and the end of the calendar year. To achieve a 15% reduction in POL consumption, therefore, it will be necessary to review commitments and his command must be told which of the tasks assigned can be deleted. The savings could be effected, he said, by a further reduction in service flights or perhaps by cancelling the NDC or staff college tours. In connection with the proposed reduction, he suggested that CFHQ might wish to study further the application of this directive to his command and in this connection he noted that the cost of four return trans-Atlantic flights by commercial airline equalled the purely POL costs incurred in a trans-Atlantic Yukon flight.

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45. As a further argument why this directive might be waived insofar as Air Transport Command is concerned, he tabled a voucher indicating a clear saving of .5 M dollars which had been achieved within his command as a result of the application of financial management techniques. This saving, he pointed out, had been made without any curtailment of operations. He suggested, further, that a wider application of financial management techniques might well point the way to a solution of the financial problems currently facing the Department. He suggested that even if financial management is introduced in relatively simple areas, as experience with preliminary trials in Air Defence Command had shown it would have the effect of making personnel cost conscious.

46. After a brief discussion of possible methods of reducing Air Transport Command's commitments, the CDS stated that the implications of the 15% cut in POL would be studied further.

Training Command

47. The Commander Training Command advised that there was still a large backlog of recruits for training notwithstanding the recent drop in recruiting.

48. He announced that several units had been consolidated in Training Command, these being CFSAL, CFSIS and CFTS, all at Camp Borden, and the School of Management at Hochelaga.

49. He went on to say that the OCTP had been moved from Borden to Chilliwack where the facilities and climate were better suited for the program.

50. The Commander said that in the event bases must be closed to achieve economies, he wished to put in a strong plea for the retention of those bases which have good post-war constructed facilities, and asked in particular that Penhold be considered for retention. He noted that only some \$5000 would be required to bring the airfield at Penhold back into operation.

51. In conclusion, he made a strong recommendation for the immediate introduction of a standard mess kit for new entry officers. After some discussion the CDS directed that this item would be placed on the agenda for the next meeting.

DC RESERVES

52. The Deputy Chief Reserves stated that a significant meeting of the training study group would be held shortly. At this meeting he hoped to discuss control of training within CFHQ and control across the country, the location of training establishments to make best, and most feasible use of existing facilities, together with that portion of the Ross Report dealing with training in the French language. He asked that the Commanders ensure that their representation on the study group are prepared to discuss these items.

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53. DC RES mentioned that he understood that representations will be submitted from Reserve Associations regarding the naming of units in Quebec. He said the proposed changes, particularly concerning "shoulder titles in French" may effect the Regular Force.

54. DC RES suggested that DRB be notified that plans for the use of Suffield no longer appear feasible because of the cost.

55. In conclusion DC RES suggested that a firm plan of the force structure should be announced as soon as possible as the present uncertainty is affecting morale. The CDS said that he hoped a plan for MOBCOM would be issued shortly. In respect of the Ross Report, the CDS stated that it had been discussed with the MND. He said that four basic recommendations of the report would be considered at the next council meeting.

ITEM III

PROPOSED USE OF STANDING COURTS MARTIAL AND SPECIAL GENERAL COURTS MARTIAL

56. A memorandum of a proposal by the JAG to form Standing Courts Martial and Special General Courts Martial in Europe was circulated to the members for comment and the members were briefed on the proposal.

57. The Commander Mobile Command expressed the opinion that the jurisdiction of the Courts should be limited to other than military offences, and perhaps to trial of ranks below that of Sergeant. After some discussion it was agreed that the guidelines for the Courts should be clearly defined and that the subject would be discussed further at the next meeting.

ITEM IV

REPORT ON UNIFICATION - STATE OF PROGRESS

58. A draft CFAO was tabled by the CDS concerning the use of rank titles. After a brief discussion it was agreed that the draft should be amended to remove any connotation that the policy is likely to be of short duration. In addition it was agreed that the form appended to the CFAO should be deleted thus leaving it to the individual's initiative how he would apply in writing to seek permission to use a specific rank.

59. The CDS then introduced a paper suggesting continued, informal use of the words Navy, Army, and Air Force to identify officers and men and their activities in the early transitional period of the unified force. He considered the retention of the familiar terms would be appropriate and would assist in easing the transition to the new single service.

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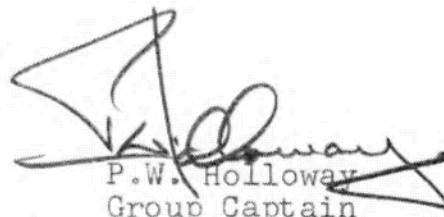
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60. During the discussion that followed Commander MOBCOM .. pointed out that, while he considered the proposal acceptable, no provision had been made for officers or men in the logistics and engineering fields who will not necessarily be identified with a particular operational environment. After a brief discussion, during which the Commander, Training Command questioned the need for continuation of the terms, it was agreed that the suggestion would be discussed further at the next meeting.

Closing Remarks by the CDS.

61. The CDS in closing the meeting reiterated remarks which he had made at previous meetings concerning the value of and procedures for Forces Council Meetings. He pointed out that it is often necessary to take decisions in CFHQ without the benefit of detailed consultation with the Commanders. While this is necessary and will continue it is nonetheless his intention to consult with the Commanders at Forces Council Meetings whenever this is possible. He then suggested that it may be necessary to convene a number of meetings before the Canadian Forces Reorganization Act is proclaimed to ensure that all vital issues have been settled; and he noted that the JAG had expressed the opinion that proclamation could take place on 1 Dec 67. The CDS said, however, that he would have no hesitation in recommending that proclamation be deferred if, in his opinion, the vital issues have not been solved satisfactorily.

62. The Commander Mobile Command speaking, he suggested, on behalf of all Commanders said that the Commanders fully appreciated the difficulties which faced the CDS in reaching decisions of fundamental importance to the future of the Force. Notwithstanding the critical nature of some of the comments which were made at Forces Council Meetings, he could assure the CDS that the Commanders support him fully.



P.W. Holloway
Group Captain
Deputy Secretary Defence Staff
(Military Members)

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Commander Air Transport Command
Commander Training Command
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Commander 1 Air Division
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14 Wing
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Greenwood NS B0P 1N0

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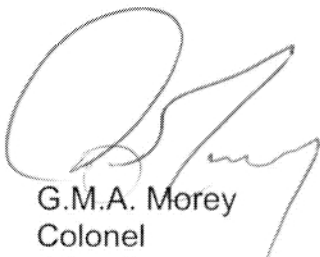
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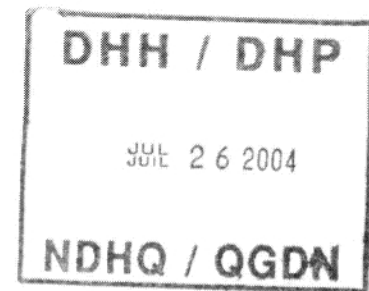
0102 CFB GREENWOOD
ANNUAL HISTORICAL REPORT 2002

References: A. 1326-1 (WComd) 10 July 2003 (enclosed)
B. CFAO 71-1

Enclosed is the subject report as required at Reference B.



G.M.A. Morey
Colonel
Wing Commander



1326-1 (W Comd)
8 July 2004

ANNUAL HISTORICAL REPORT

2002

14 Wing

PO Box 5000 Stn Main
Greenwood NS B0P 1N0

14 WING ANNUAL HISTORICAL REPORT – 2002

WING COMMANDER FORWARD

Colonel G.M.A. Morey, CD, Wing Commander
14 Wing Greenwood

This year alone 14 Wing has sent 347 men and women on six operations around the globe.

Wing Ops has completed another busy year, with the primary focus on OP APOLLO, while also successfully supporting OP NOBLE EAGLE, and meeting its mandates of conducting Maritime Patrol and SAR Operations. Highlights of the year include the arrival of the Cormorant and the progress of the Aurora Incremental Modernization Program, both of which highlight the increases in operational capability of the Wing's aircraft fleets. Regrettably, the Combat Support function of the Wing came to an end with the standing down of 434 Sqn. The Air Traffic Control Section maintained 24/7 airfield services despite critical manning shortages.

404 Sqn successfully trained six MOAT crews and over 200 technicians. As well, it played an important role in OP APOLLO through ongoing training and scenario development in the Operational Mission Simulator and the Flight Deck Simulator. Several members of the squadron also served various periods with the LRP Detachment and conducted several aircraft rotations into theatre.

In 2002, 405 Sqn had a principal part in the planning and execution of the first OP APOLLO rotation. As well, 2002 saw the Sqn move spaces twice as it waited the refurbishment of 11 Hangar.

The 413 Sqn "Tuskers" completed over 170 SAR Missions this year. The Squadron also escorted its Honourary Colonel, Air Commodore Birchall, the Saviour of Ceylon, to Sri Lanka to commemorate the graves of fallen Canadian Soldiers. In August, the Squadron received its first CH 149 Cormorant helicopter. Crew 4 of 415 Sqn departed in January in support of OP APOLLO. Crew 5 followed crew 4 into theatre in July, and like their predecessors, have helped the detachment establish an enviable record of missions met throughout their deployment.

14 Air Reserve Flight peaked at a strength of 205 members. And now is distinctively recognized as the Air Force's largest Air Reserve Flight. The Reg Force tasks associated with OP Palladium, OP Danaca, OP Calumet, and OP Apollo have brought an essential Air Reserve backfill requirement here at the Wing.

The small, but very effective teams of 14 AMS maintainers that are deployed on OP Apollo epitomizes the professionalism that characterizes this squadron. The mission success rate of 97+% during Roto 0 and 100% to date during Roto 1 is largely due to the tremendous effort and dedication of our deployed maintenance teams.

Events of specific significance this past year include the provision of support to deployed members, stand up of the Dispute Resolution Centre, the Learning and Career Centre and start up of the Health Promotion Program, opening of the new Golf Clubhouse, renovations to the Curling Club and quarters window replacement project, and construction commencement of the outside swimming pool. The year for the Wing Logistics Branch began with the deployment on OP Apollo. After the deployed personnel were out of door, the support folks left behind heaved a huge sigh of relief then rolled up their sleeves to get on with the challenge of providing the same level of support but with 40 fewer personnel.

As for Wing CE, 2002 saw the reconstruction of Ward Road and the upgrade of 11 Hangar.

ANNUAL HISTORICAL REPORT

CANADIAN FORCES 14 WING GREENWOOD, NOVA SCOTIA

LIST OF ANNEXES:

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Annex B	Wing Operations
Annex C	Wing Logistics
Annex D	Wing Comptroller
Annex E	Wing Administration
Annex F	Wing Chief Warrant Officer
Annex G	Copies of major News Releases
Annex H	Copies of News Clips

Annex A
1326-1 (WComd)
8 July 2004

OFFICERS – 0102 AS OF DECEMBER 2002

<u>Name</u>	<u>Rank</u>	<u>Branch</u>	<u>MOC</u>
ADAMS, RN	CAPT	WOPS	39
BABIN, RG	CAPT	WLOG	42
BACKSTROM, J.T.	LCOL	WOPSO	31
BANKS, TSH	LT	WOPS	39
BARNES, CB	MAJ	WOPS	39
BLAKELY, DM	CAPT	WOPS	39
BRODIE, TD	LT	WLOG	78
BUTT, D.W.	LCOL	WADMINO	78
CAMPBELL, AS	MAJ	WCOMD	31
CARVER, DW	CAPT	WOPS	39
CLANCY, NH	CAPT	WLOG	46
CLAVEAU, MM	MAJ	WOPS	39
CODERRE, MLG	CAPT	WCOMD	66
COLWELL, GP	LT	WOPS	41
COTTON, FL	CAPT	WLOG	78
CUMMINGS, DF	MAJ	WOPS	31
DAIGLE, RG	CAPT	WOPS	39
DERY, JCD	CAPT	WOPS	39
DORRINGTON, DJ	MAJ	WLOG	78
DORT, KJ	CAPT	WOPS	32
DUQUETTE, JRE	CAPT	WOPS	31
EARLE, TW	CAPT	WOPS	39
EDISON, FB	CAPT	WLOG	46
GODFREY, RW	CAPT	WOPS	39
GREEN, DC	CAPT	WOPS	31
GRENIER, ML	CAPT	WOPS	31
HARVEY, A	MAJ	WCOMD	32
HEBERT, NL	CAPT	WOPS	31
HOSKINS, WB	CAPT	WADMIN	72
HUMBER, LJ	MAJ	WOPS	32
JACKSON, GS	CAPT	WADMIN	78
JEFFREY, RL	MAJ	WADMIN	78
KINGSLAND, CJ	CAPT	WLOG	46
KOHLI, RF	CAPT	WOPS	31
LACHANCE, B	CAPT	WLOG	42
LARCHEVEQUE, MR	CAPT	WOPS	82
LAVOIE, JYP	LT	WOPS	39
LEBLANC, R	MAJ	WOPS	31
LEGUERRIER, MI	LT	WADMIN	78
LENEHAN, MG	CAPT	WOPS	32
LETOURNEAU, YJR	MAJ	WOPS	31
LIRETTE, AR	CAPT	WOPS	39
LUCAS, PW	CAPT	WOPS	39
LUM, I	CAPT	WLOG	78

MACASKILL, BD	CAPT	WOPS	39
MACLEAN, DA	CAPT	WOPS	39
MANSON, BK	CAPT	WLOG	46
MARQUES, CAM	MAJ	WLOG	46
MARSHALL, JD	CAPT	WADMIN	61
MATHESON, M.A.	LCOL	WLOGO	78
MCLEOD, DM	MAJ	WADMIN	62
MICHAILIUK, ND	CAPT	WOPS	31
MOLYNEAUX, CA	CAPT	WCOMD	68
MOREY, G.M.A.	COL	WCOMD	31
MURPHY, CM	CAPT	WOPS	39
NOEBERT, JD	CAPT	WOPS	39
ODONNELL, WA	CAPT	WOPS	39
ORME, RJ	CAPT	WOPS	31
PAGE, KP	MAJ	WCOMPT	78
PASCAL, T	MAJ	WLOG	42
PERRON, MC	CAPT	WCOMD	31
PETERS, YM	LT	WLOG	78
PILON, BD	MAJ	WLOG	78
PINK, TK	CAPT	WLOG	46
PLEAU, D	CAPT	WLOG	46
POIRIER, CJ	CAPT	WCOMPT	78
QUINN, DO	MAJ	WLOG	46
REID, LD	CAPT	WOPS	32
REYNOLDS, MK	CAPT	WOPS	31
RIOU, TKT	CAPT	WOPS	31
RISK, JA	CAPT	WOPS	39
ROBERTS, MG	CAPT	WOPS	39
ROHE, PF	LT(N)	WADMIN	78
SAVILLE, MJ	CAPT	WOPS	31
SANSCARTIER, GJR	CAPT	WADMIN	62
SARAZIN, SJ	LT(N)	WADMIN	62
SCHOONBAERT, IC	LT	WLOG	46
SCHRYER, MH	CAPT	WOPS	82
SILLIKER, WGP	CAPT	WGP	46
SILVER, ND	CAPT	WOPS	39
SLADEK, T	CAPT	WOPS	31
SMITH, RM	CAPT	WLOG	43
STEELE, JA	CAPT	WOPS	32
STEVENSON, LT	LT	WOPS	39
STUART, SGM	CAPT	WOPS	32
STUSHNOFF, KL	CAPT	WOPS	32
TAYLOR, KL	CAPT	WADMIN	78
VENNE, JRRD	CAPT	WOPS	31
VILLENEUVE, JLD	MAJ	WADMIN	78
WESTON, DM	CAPT	WOPS	31
WESTON, DM	CAPT	WOPS	31
WHEELER, TD	LT	WLOG	42
WIEBE, DJ	CAPT	WOPS	31
WILSON, FG	CAPT	WOPS	78

Annex B
1326-1 (W Comd)
8 July 2004

2002 HISTORICAL REPORT - A3/WING OPERATIONS BRANCH

1. The WOC has maintained its current 24/7 coverage of the Wing's operational and non-operational activities. These include traditional maritime patrol, transport, and search and rescue activities, as well as providing support to other agencies. The WOC acts as the first point of contact for all outside agencies wishing to utilize 14 Wing's capabilities as defined in the Wing's Level III Business Plan.

2. The Wing Operations Branch consists of the Wing Operations Centre, Air Traffic Control, Security and Military Police, Nuclear Biological Chemical Defence, Meteorology and Intelligence.

3. Promotions. Within Wing Operations Branch, the following promotions to the indicated ranks were granted: Col Matte, Maj Carter, Maj O'Reilly, Capt Earle, Capt O'Donnell, 2Lt Larouche, Sgt Williams, MCpl Banks, MCpl Harvey, and MCpl Pye.

4. Released/Posted. During the year, the following Wing Operations/A3 personnel were either released or posted:

a. Personnel retiring/released included:

b. Personnel Posted Out included: Col Matte, Maj Boisvert, Maj Carter, Maj O'Reilly, Capt Bragagnolo, Capt Burton, Capt Konrad, Capt Barron, Capt Stecum, Capt von Kruse, Lt Gaudry, Lt Murray, 2Lt Dean, 2Lt Gaudry, 2Lt Ryan, CWO Jessome, WO Ramsay, Sgt Desroches, Sgt Klingerman, Sgt Leger, Sgt Williams, MCpl Allen, MCpl Dominie, MCpl Harvey, MCpl Leblanc, MCpl Morrison, MCpl O'Quinn, MCpl Peters, MCpl Smith, MS Bennett, Cpl Beaudette, Cpl Bradfield, Cpl Fisher, Cpl Foulkes, Cpl Harvey, Cpl Luffman, LS MacLeod, LS Osmond, Cpl Roy, and Cpl White.

5. Posted In. Personnel posted in included: LCol Backstrom, Maj Cummings, Maj Humber, Capt Grenier, Capt Hebert, Capt Kinner, Capt MacAskill, Capt McDonnell, Capt Murphy, Capt Steele, Capt Venne, Capt Wilson, 2Lt Bateman, 2Lt Dean, 2Lt Larouche, 2Lt Lavoie, 2Lt Oscien, 2Lt Soontiens, OCdt Bauer, OCdt Burke, OCdt Doucette, OCdt Verran, MWO Mason, WO Edens, WO Phillips, Sgt Colpitts, Sgt Craig, Sgt Long, MCpl Brown, MCpl Chafe, MS Danells, MCpl Kohli, MCpl Long, MS Mogridge, Cpl Brake, Cpl Carter, Cpl Chafe, LS Cottrell, Cpl Desfosses, Cpl Eliens, Cpl Fortin, Cpl Landry, Cpl Lidstone, Cpl Moore, Cpl Organ, Cpl Porter, Cpl Kerr, LS Serroul, Pte Conrad, and Pte Larsen.

6. Decorations and Awards. In 2002, several decorations were awarded. They included CD1, CD2, Peacekeeping Medals and South-West Asia Service Medals.

7. Tours and Visits. In 2002, several VIPs, military training courses and various civilian groups visited Wing Operations.

8. Aid to the Civil Power. 14 Wing's primary non-military role for 2002 was Search and Rescue Operations and Fisheries surveillance. However, 14 Wing also performed coastal patrol missions and was also involved with aid to the RCMP and successful prosecutions of pollution violators.

9. Operations. During the year, 14 Wing Operations supported deployments or missions flown by 14 Wing resources in the North Atlantic, the Arctic, the Pacific, the Mediterranean and the Arabian Gulf Region. The following were the major exercises and operations supported by 14 Wing Operations personnel:

- a. Jan 02: Joint Fleet EX, Jacksonville, Florida;
- b. Feb 02: Exercise Dogfish, Sigonella, Italy;
- c. Apr 02: Exercise Booming, Kinloss, Scotland;
- d. Apr 02: Exercise Contex-Phibex, Montijo, PO;
- e. May 02: High Seas Driftnet, Shemya, Alaska;
- f. May 02: Exercise Veritas, Nordholz, Germany;
- g. May 02: Exercise Dynamic Mix, Moron, Spain;
- h. Jun 02: Exercise RIMPAC, Hawaii;
- i. Jul 02: Exercise T-Mast, Kinloss, Scotland;
- j. Aug 02: Exercise Pioneer IV, Nordholz, Germany;
- k. Aug 02: OP Nijmegen
- l. Sep 02: Exercise Keftacex, Keflavik, Iceland;
- m. Sep 02: Exercise Neo Tapon, Moron, Spain;
- n. Oct 02: Exercise Destined Glory, Sigonella, IT;
- o. Oct 02: Exercise JMC, Kinloss, Scotland;
- p. Jan-Dec 02: OP Noble Eagle;
- q. Jan-Dec 02: OP Apollo.

10. Listed below are the air movement statistics for 14 Wing during 2002. Comparison between 2001 and 2002 shows a 48% decrease in aircraft movement. During the year there were 45 emergencies declared, 3 bird strikes, and 3 cable engagements.

<u>Month</u>	<u>Arrivals</u>	<u>Departures</u>	<u>Overflights</u>	<u>Total</u>
January	673	679	93	1445
February	702	702	113	1517
March	897	884	21	1802
April	823	835	30	1688
May	348	350	138	836
June	518	513	44	1075
July	915	917	49	1881
August	1120	1125	72	2317
September	977	975	215	2167
October	777	774	159	1710
November	664	658	36	1358
December	759	761	53	1573
Totals	9,173	9,173	1,023	19,369

<u>Arrivals by</u>		<u>Departures by</u>		<u>Overflights by</u>	
PAR & ILS	1545	IFR	1489	IFR	729
Tacan, NDB	583	VFR	7684	VFR	294
Other IFR	495				
Other VFR	6550				

11. Airshows - Displays. 14 Wing aircraft and crews carried out static displays and/or flew in airshows at several Canadian Military bases, numerous Canadian civilian airports, and several foreign military bases.

12. Highlights. Highlights for each section within the Wing Operations Branch in 2002 were as follows:

- a. COMSEC Crypto Vault. Throughout the year, the Section provided COMSEC support to 3 Aurora Squadrons, 413 Sqn, 434 Sqn, MP&EU, 14 SES, 14 AMS, WTIS, CCR Barrington, CCR Sydney, and 30 STU III Loan Holders. As well, COMSEC support was provided to 407 Sqn Comox and CF18 detachments while deployed to 14 Wing.
- b. ASA. Full staffing of the Section was maintained throughout the year with augmentation by AR Flt personnel to allow deployments and leave. The Section worked with the CRISP Acoustic Processor and trained on the new Tactical Support Centre computer network, which greatly improved the Section's connectivity and efficiency. Besides the standard support to local and deployed Aurora Operations, ASA provided various training and simulation development packages to Units on base.
- c. NBCD. The NBC Flt conducted the following courses during 2002:
 - (1) 10 NBC courses for CCO - 400 people trained;
 - (2) 56 Standard First Aid courses - 565 people trained;
 - (3) 2 Standard First Aid courses for cadets - 39 people trained;
 - (4) 2 Standard First Aid courses for dependants - 24 people trained;

- (5) 2 Emergency First Aid courses for cadets - 41 people trained;
- (6) 2 Emergency First Aid courses for dependants - 25 people trained;
- (7) 33 CPR Level C courses - 257 people trained;
- (8) St. John's Ambulance First Aid Instructors Course - 9 new Instructors; and
- (9) 2 Advance First Aid Courses - 24 people trained.

WNBC personnel also attended several courses such as Unit Environmental Officer and Laser Safety Officer courses, NBC instructor training, the Harassment assistance course and the Hazard ID and Emergency Response.

- d. WSAMP. The WSAMP Flight compiled 2734 Daily Occurrence Book (DOB) entries and administered a total of 107 Military Police Reports on various incidents. The formal police reports included:

Incidents	Description
1	Death - Accidental
1	Injury - Accidental
1	Attempted Suicide
5	Alcohol - Impaired/Over80/Refusal
1	Alcohol - Drunkenness
2	Controlled Substance - Use
4	Sexual Assault
2	Assault - Common
2	Assault - Spouse
2	Assault - Child
3	Theft - Non-Public
7	Theft - Private
9	Theft - Public
1	Damage - Private - Criminal
8	Damage - Private - Non-Criminal
4	Damage - Public - Criminal
39	Damage - Public - Non-Criminal
2	Damage - Non-Public - Criminal
1	Improper Use/Possession
2	Misuse - Other
1	Unauthorized Use - DND Vehicle
1	Professional Misconduct
2	Mischief
1	Negligence
1	Statute Law - Breach of Probation
3	Assistance
1	Discipline Breach - Misconduct

Local activity involving the SAMP Flt included: 1 ERP exercise, administration of policing for the

Cadet Camp, and assistance to Camp Aldershot as well as many escort duties on the Wing. Visibility in the community was enhanced with anti-theft awareness programmes, liaising with the local schools and the Greenwood Mall. Coordinated bike patrols and interaction with the

RCMP improved the effectiveness of patrols. The High School co-op/ride along programme, Sqn Family Day tours, the Halloween safety programme and a mall display, and tours for Beavers/Scouts and Guides were all important parts of the WSAMP Section's drive to improve security visibility and education.

- e. W Int. 2002 was a busy year for the Section. Among the many duties performed by W Int this year was participation in planning and executing Dry Swim exercises and Int briefings for the O'Brien Competition on top of their normal day-to-day briefings of Wing flights. Non-core jobs consisted of imagery support for 14 Wing's training for CF representation in Op Nijmegen 2002, and several tours and briefings to visiting agencies.
- f. ATC. During 2002, 14 Wing ATC provided control services to the Maritime Proving and Evaluation Unit, the Maritime Patrol and Standards Evaluation Team, 404, 405, and 415 Aurora Squadrons, 413 T&R Squadron, 434 Combat Support Squadron, the Greenwood Flying Club, the Waterville flying schools, the Air Cadet Flying Program, and itinerant military and civilian aircraft. Controllers deployed to the Sinai and Zagreb in support of operations. Major changes at ATC this year included a CD recording system for the RADAR display, an upgrade of the FDET system with new software allowing easier liaison with Moncton Centre, the arrival of the PA50 portable altimeter, and replacement of the ASR control panel with a touch-screen model. Annual flight checks were carried out on the PAR, after the completion of the resurfacing project for Runway 13/31, and the ILS.
- g. Mission Support. The Mission Support Office (MSO) and Tactics & Analysis (TAO) Sections have provided a heightened level of support during the past year. Despite troublesome manning issues, a change in focus has permitted the Section to increase its efforts in analysis while maintaining the same level of planning and deployment support.
- h. A3 Plans. Significant effort was expended this year in support of many plans for both operational and training exercises. Business planning and coordinating or assisting with numerous MP and CS exercises consumed much of the year. The Command Post exercised its ability to respond to emergencies, including a real missing person in the Air Cadet Camp in July. With the

events of September 11th, the Plans cell was very busy implementing the Vanguard Plan, Battle Staff Operations and other functions in preparation for Op Apollo and as part of Op Noble Eagle. As the Wing's central point of personnel control, A3 Pers tasked 9.8PYs for CF individual taskings, 5.2PYs for 1 CAD individual taskings and 95PYs in support of Operational taskings.

- i. Sys Admin. This Section within W Ops has been busy this year handling the continued growth of the DIAC workstations, and has planned for the further expansion to the Section head offices. As well, they have taken on more work as the local LAN maintenance team for W Ops in the Hornell Centre.
- j. Met. This year was another busy one for the Met Section of W Ops. An MOU was signed in 2001, with the Department of the Environment, for the continued cooperation between the two departments for the passing of Met information. Wind Chill information was made available to local schools for their Wind Chill programme. Non-standard agencies supported include CF-18s and the production of Mesoscale prognostics for the CTC Gagetown ranges as input to a noise transmission model for artillery shoots. Many reports were completed showing statistical analysis of our climate for various Wing projects, which allowed for a comprehensive understanding of these potential influences;

(1) Wing/Squadron/Public Interaction:

Total Forecasts (TAFS) (Jan-Dec)
 Regular - 1460
 Phone & Metro calls - 8188
 Warnings/Advisories - 245
 Scheduled Briefings - 1342

(2) CFWO Greenwood yearly Observations statistics:

OFFICE TOTAL	ERRORS				OBSERVATIONS						2	AVERAGE OF				YZX
	SA	SM	M	TOTAL	SA	SP	C	TOTAL	SM	SM+OB	BEL L	SP TO SA	C TO SA	SM TO SA	AVG	
JANUARY	9	8	0	17	787	1351	279	2417	125	2708	3	171.7	35.5	4.6	98.74	
FEBRUARY	1	5	0	6	702	197	48	947	111	1058	3	28.1	6.8	10.5	99.43	
MARCH	4	8	1	13	698	163	104	965	117	1486	1	23.4	14.9	7.9	99.26	
APRIL	1	7	4	12	716	135	39	890	119	1009	4	18.9	5.4	11.8	98.81	
MAY	1	2	0	3	144	12	0	156	24	180	0	8.3	0.0	13.3	98.33%	
JUNE	2	5	4	11	721	138	43	902	130	1032	2	19.1	6.0	12.6	98.93	
JULY	5	7	2	14	731	105	30	866	119	985	2	14.4	4.1	12.1	98.58	
AUGUST	9	9	0	18	750	118	57	925	124	1049	0	15.7	7.6	11.8	98.28	
SEPTEMBER	1	6	4	11	716	161	24	901	120	1021	2	22.5	3.4	11.8	98.92	
OCTOBER	0	4	1	5	744	107	37	888	128	1016	4	14.4	5.0	12.6	99.51	
NOVEMBER	0	7	5	12	718	129	30	877	138	1015	2	18.0	4.2	13.6	98.82	
DECEMBER	2	7	0	9	703	190	46	939	114	1053	4	27.0	6.5	10.8	99.15	
2002 TOTAL	35	75	21	131	8103	2806	737	11646	1314	11080	27	34.6	9.1	16.2	98.59	

13. List of Wing Operations Officers on strength and their positions as of 31 December 2002.

Maj Dickson(AR Flt) W Ops O	Sgt on strength	20
	Other Ranks on strength	74
Maj Claveau	WATCO	
Maj Humber	C Ops O	
Maj Leblanc	OCD	
Maj Letourneau	A3 AIMP	
Maj Wells	WSAMPO	
	Total	175
Capt Adam	ATC	
Capt Aucoin	ATC	
Capt Barron (AR Flt)ATC		
Capt Blakely	ATC	
Capt Bragagnolo	ATC	
Capt Carver	ATC	
Capt Daigle	ATC	
Capt Dery	ATC	
Capt Dort	A3 T&R	
Capt Duquette	MSO	
Capt Earle	ATC	
Capt Godfrey	ATC	
Capt Green	COMSEC	
Capt Kohli	SMSO	
Capt Konrad	ATC	
Capt Larcheveque	Int O	
Capt Lirette	ATC	
Capt Lucas	ATC	
Capt MacIsaac	Dias	
Capt MacLean	ATC	
Capt Michailiuk	MSO	
Capt Nicol	MSO	
Capt Noebert	NBCO	
Capt Olsen	Dias	
Capt Peters(AR Flt) ATC		
Capt Reid	SOpsO	
Capt Riou	MSO	
Capt Risk	ATC	
Capt Roberts	ATC	
Capt Saville	A3Plans	
Capt Schryer	Int	
Capt Silver	ATC	
Capt Stecum	MSO	
Capt Stuart	Sched O	
Capt Stushnoff	Dias	
Capt Thistle(AR Flt)MSO		
Capt Wiebe	Dias	
Capt Weston	MSO	
Lt Colwell	A3 AEM	
Lt O'Donnell	ATC	
Lt Stevenson	ATC	
2Lt Fraser	Int	
2Lt Murray	ATC	
OCdt Ryan	ATC	
MWO on strength	5	
WO on strength	5	

Annex C
 1326-1 (W Log O)
 8 July 2004

14 WING LOGISTICS BRANCH

INTRODUCTION

1. The hectic operational tempo that began as a result of the September 11, 2001 terrorist attacks, continued throughout 2002. While other bases and organizations were enjoying the New Year's festivities, 14 Wing Greenwood was fully engaged in deploying the Long Range Patrol Detachment (LRP Det) to the Middle East. Although the advanced party departed just after Christmas 2001, main body deployment did not occur until the first and second weeks of Jan 2002. Wing Logistics personnel were actively engaged in mounting the LRP Det and devoted considerable time preparing equipment, building up pallets, marshalling loads and loading personnel and equipment on board various aircraft types. Those personnel who did not deploy with the two CP-140s were airlifted into theatre by CF CC-150 Polaris aircraft. Equipment also travelled by air with the majority travelling via either An-124 or B-747 freighter aircraft.

2. While WLog personnel were able to heave a sigh of relief once the last chalk departed, support to OP APOLLO did not end there. The Contingency Capability Organization (CCO) was the focal point for all readiness training on the Wing and throughput increased exponentially. Although APOLLO training predominated, other operational deployments including the Golan Heights, Bosnia, the Sinai and Alert meant that CCO had its busiest year ever. As the National Support Base (NSB) for deployed CP-140 spares, WSup in particular was kept busy sourcing parts and ensuring they were available for transportation overseas. 14 Wing was also designated as OP APOLLO's east coast airlift hub. As a result, the weekly sustainment flight transited through Greenwood to pick-up passengers and freight on its way to the Gulf. This kept Wing Traffic extremely busy throughout the year, particularly given the fact that a number of their personnel were deployed with the LRP Det. Indeed, the severe shortfall in personnel was felt throughout the WLog branch, most especially during Roto 0 (Jan-Jul timeframe) when the bulk of the LRP Det and the National Support Unit (formed subsequently in-theatre) were provided by 14 Wing. Although Roto 1 did not have quite such a large impact on the branch, personnel shortages were also severe. In general, it was not unusual to see the branch's effective strength 30-40% below establishment. The fact that operational support was sustained is a testimony to the dedication, hard work and professionalism of the personnel involved.

3. Other challenges also presented themselves on the Wing. In view of the heightened security associated with the threat of another terrorist attack, air defence remained a priority and OP NOBLE EAGLE continued throughout the winter and spring mos. As a result, the Quick Readiness Alert facility remained active with a minimum of two (and frequently more) CF-18s on alert at any given time. This created a realignment of SNIC priorities, however, as usual the crews from WTn took this in stride. While the "Q" was deactivated during the summer, periodic deployments of varying periods continued throughout the year.

4. The closure of 434 Sqn and the retirement of the CT-133 Silver Star marked the end of an era at 14 Wing. Most of the aircraft flew off for disposal in Trenton, Ontario; however, one airframe was retained for display purposes by 14 AES. After considerable negotiations, it was eventually decided that the aircraft would be allocated to Pictou, NS where it will be erected as the centrepiece of the rotary just outside town. As usual, with the retirement of an aircraft fleet, WSup was also fully engaged disposing of various spares and items of test equipment.

5. The hectic pace of operations eventually extended to include many of the senior supervisors in the WLog branch. On 07 Oct 03, LCol Matheson was deployed as the OP APOLLO National Command Element (NCE) J4 at USCENTCOM HQs at MacDill AFB in Florida. In his absence, Maj Peet (WTnO) filled in until December, when

preparations for her own impending deployment (to Camp Mirage) saw her replaced as A/WLogO by Maj Dorrington (WSup) who had just returned from his six-month tour in the Gulf. This situation was repeated on many levels throughout the WLog branch during the year as deployments necessitated extended replacements and considerable innovation to ensure all supervisory and support mandates were fulfilled.

6. In summary, operations predominated throughout 2002. Despite many often conflicting demands, the men and women of WLog responded to this challenge with alacrity - continuing to provide first-class support both at home in Greenwood and wherever they were deployed around the world.

14 AIRFIELD ENGINEERING SQUADRON

GENERAL

1. 14 Airfield Engineering Squadron (14 AES), Unit Identification Code 3760, is a total force air reserve unit of 14 Wing Greenwood. The Commanding Officer of 14 AES is responsible to the Wing Commander 14 Wing for the operations of 14 AES HQ (UIC 3760), 91 Airfield Engineering Flight (AEF) Gander (UIC 3455) in Gander NF, 143 AEF Lunenburg County (UIC 3366) in Bridgewater NS, and 144 AEF Pictou County (UIC 3531) in Pictou NS. 14 AES HQ is co-located with 143 AEF near Bridgewater NS, 105 km south west of 14 Wing.

2. The mission of 14 AES is to deploy Airfield Engineer (AE) capabilities in support of Air Force operations. A composite flight was deployed for the first time starting in June. Instead of augmenting other units, members from across the squadron formed an engineer flight, which deployed on Op Apollo Roto 1. Lead by Capt Gary Silliker, the squadron engineers established and maintained the base in South West Asia for the Aurora (LRP) and Hercules aircraft operating in the region as part of the NSU. In addition, individual members were deployed to support various missions and training establishments within and outside Canada.

3. 14 AES continues to draw significant logistics support, including facilities, civilian support staff and vehicles through a unique military/civilian contractual partnership, with the Municipality of the District (MD) of Lunenburg. 14 AES and 143 AEF are co-partnered with the MD of Lunenburg. 91 AEF and 144 AEF procure services directly and have effective non-contractual community partnerships in the form of Memorandum of Understandings (MOUs). Support of a military nature is provided by 14 Wing, augmented by CFB Halifax for 144 AEF and 9 Wing Gander for 91 AEF.

ORGANIZATION DEVELOPMENT

4. Squadron strength has increased from 143 to 159 during 2002, with eight members transferring to the Regular Force, five transferring to other Reserve Units or the Supplementary Reserve, one retiring from the CF and one leaving to pursue another career as a civilian.

5. 14 AES had Regular Force personnel changes as follows:

- a. Capt Bryan Manson replaced Capt Brian Boss as 144 AEF Officer Commanding (O/C);
- b. Lt Ian Schoonbaert replaced Capt Judy Tromp as 91 AEF O/C;
- c. CWO Gary Ryan replaced CWO Fred Morin as Squadron Chief Warrant Officer;
- d. WO Tim Brodie was commissioned from the ranks (CFR) as a Lieutenant; and

- e. MWO Bill Bolch was promoted to Chief Warrant Officer and posted to 14 Wing. MWO Shea replaced him as 144 AEF Flt WO.
- 6. Reserve Force personnel changes as follows:
 - a. Capt Richard Findlay component transferred to the Regular Force and was posted to CFB Gagetown;
 - b. MWO Frank Edison was CFR as a Captain and assumed the duties of Operations Officer to replace Capt Findlay.

TRAINING

- 7. Training development included further refinements to the Squadron and Flight Annual Training Plans, course planning and scheduling for Qualification Level course. Provisional MOC qualifications arising from Community College training was addressed and eliminated in many cases.
- 8. Blue Foundation is the annual Squadron exercise and was conducted at Camp Aldershot from 15 to 24 Oct. Four flights were formed intermixing the three existing flights and HQ personnel. No engineering projects were undertaken, instead training focused on military skills that are not trade specific.
- 9. The following unit level courses were conducted:
 - a. Home Based Training - the HBT package was completed by the AEFs using classroom training and practical field exercises;
 - b. Training on various Squadron equipment including concrete batch plant, ROWPU, skid steer and C-Span kit.

TASKINGS AND DEPLOYMENTS

- 10. 14 AES taskings and UN deployments during 2002 included:
 - a. OP DANACA (Golan Heights) - six month tours each by Sgt Pevlin completed in June, Cpl Hebb from February to September and Cpl Smith from June to Dec;
 - b. ALERT - six month tours each by Cpl Brown KR ending in January and WO Saulnier from 11 Jan to 6 Sept;
 - c. WINGED BEAVER - This involved 12 members in April deploying as part of a composite AEF lead by 3 Wing to the Air National Guard base in New Orleans;
 - d. OP PALLADIUM (BOSNIA) - WO Kane completed a tour in April and Cpl Landry started one in Oct;
 - e. OP CALUMET - Cpl Hymers started a tour in Oct;
 - f. OP APOLLO (SW ASIA)- WO Crisby deployed from April to November and Capt Silliker lead a flight consisting of Lt Schoonbaert; WO Suppa; Sgt Blunden; MCpl Connors; Cpls Briffet, Collins, Ezechiel, Frielick, Mackey and Pte Smith starting in June.

PROJECTS

- 11. 14 AES personnel carried out the following projects:

- a. Snow and Ice Control (SNIC) at 9 Wing was done by members of 91 AEF. This is the third season that the sqn has participated in this good, cost effective service;
- b. Support to 9 Wing, Camp Aldershot and 14 Wing on various CE projects.

12. The following community projects for "not for profit" organizations were undertaken by the AEFs:

- a. Trans Canada Trail project for the re-decking of the Martin's River and Mushamush railroad bridges;
- b. Hillside Pines Retirement Home project to construct a Gazebo;
- c. Gander Fire Fighters were assisted in the construction of a Training Tower;
- d. Air Cadet Camp at Careless Cove project near Gander involved upgrading facilities;
- e. Roof repairs for the 374 Air Cadet Sqn building near Pictou; and
- f. Smaller projects were done for the Gander Aviation Museum, Bridgewater Youth Centre, Bridgewater Legion, Highland Region Junior and Disabled Sailing Association and the Girl Guides of Canada.

EQUIPMENT AND FACILITIES

13. 14 AES infrastructure saw changes with:

- a. 144 AEF continued to renovate the former Patterson School. The town of Pictou leases the now renamed Royal Canadian Air Force Memorial Building to the flight at a rate calculated to just cover renovation expenses;
- b. The Sqn C-SPAN storage building at 14 Wing was altered to provide office space for supply members; and
- c. Two small HAZMAT structures were procured for Bridgewater and Pictou.

SPECIAL EVENTS

14. Visit, events and ceremonies that involved 14 AES personnel included:

1. A parade was held on 25 April for Mr. R.D. Watt, the Chief Herald of Canada to present the squadron badge. MGen Penney was the reviewing officer with over 100 spectators in attendance. The launch of the compact disc CHIMO: The music and traditions of the Canadian Military Engineers and a reception followed:

The Canadian Military Engineer 99th Birthday was celebrated on 29 April with a day of professional development lessons and various competitions;

- a. 14 AES birthday was celebrated by a sports day on 6 Sept;
- b. The CF-18 decoy was set up for 14 Wing 60th Anniversary on 19 Oct;
- c. MGen McCabe from 1 CAD visited the unit for a day in Nov;
- d. On 11 Nov, 14 AES personnel participated in Remembrance Day parades and provided honour guards in a variety of local communities;
- e. MWO Snow was awarded the OMM by the Governor General on 31 May. This was the first for the Unit;

- f. On 23 May, Maj Marques and Capt Silliker attended the CME 2003 celebration of the Trans Canada Pavilion in Dartmouth; and
- g. On 15 June, 144 AEF held a plaque dedication to the No. 2 Construction Battalion, Canada's first black regiment.

RECRUITMENT

15. Total Squadron strength increased by 16 to 159 members (148 Reserve and 11 Regular Force). The increase is mainly due to each Flight establishing a recruiting cell that was manned for the majority of the year. One RegF Captain position remained unmanned. The establishment is 218 members.

16. The Pictou Advocate, New Glasgow Evening News, Bridgewater Bulletin, Gander Beacon, Maple Leaf and Aurora newspapers ran various articles on Flight activities and deployments. CKEC (1320AM) radio did two interviews of 144 AEF members.

17. Numerous recruiting initiatives were followed and include; information booths set up at malls, various fairs and exhibitions; newspaper ads ran in various publications.

NOMINAL ROLE OF OFFICERS

Squadron	Position Title
14 AES HQ Bridgewater	
Major Carlos Marques	Commanding Officer
Captain Norman Clancy	Deputy Commanding Officer
Captain Frank Edison	Operations Officer
Captain Frank Cotton	Logistic Officer
Lieutenant Tim Brodie	Administration Officer
CWO Gary Ryan	Squadron Chief Warrant Officer
91 AEF Gander	
Lieutenant Ian Schoonbaert	Officer Commanding
143 AEF Lunenburg County	
Captain Gary Silliker	Officer Commanding
144 AEF Pictou County	
Captain Bryan Manson	Officer Commanding

STRENGTH OF MEMBERS OTHER THAN OFFICERS

MWO	WO	SGT	MCPL	CPL	PTE	TOTAL
6	9	18	10	67	40	150

WING ELECTRICAL MECHANICAL ENGINEERING SQN

GENERAL

1. In 2002 EME Sqn continued to sustain 14 Wing Land equipment at previous serviceability rates while faced with major challenges and resource constraints. The reduced availability of technicians, as detailed below, was the most significant challenge facing EME Sqn. However, this problem was ultimately offset by a combination of

employing additional reserve and civilian technicians and the acquisition of much-needed replacements for some critical assets within the 14 Wing Land equipment fleet.

2. Taskings reached an all-time high. Deployments included five Veh Techs on OP APOLLO, three Veh Techs on OP DANACA, and one reserve Veh Tech in Bosnia on OP PALLADIUM. A further four Veh Techs attended much-needed career or equipment maintenance courses of 80-120 days duration. The increased tour frequency and training courses occurred at a time when EME Sqn production technician manning was reduced by 18.5 % through postings and attrition.

3. EME Sqn also saw a significant change of in-house capabilities/skills with the departure of the regular force AVN Techs from AMSE Section. EME Sqn initiated discussions concerning the lack of specific technical skills with 1 CAD A4 EME in Oct 01, but the required expertise was only obtained through other 14 Wing resources long after the Avn Techs were posted out of EME Sqn.

PERSONNEL

4. Retirement: Cpl Rushton retired in Jul 02 after 21 years of service.
5. Release: Cpl Jamieson took his release in Apr 02 following 12 years service.
6. Postings:
 - a. MWO Milberry was posted in from Halifax in Jul 02, replacing MWO Ball as the ETQMS/Control Officer. MWO Ball was posted to Syria on a one year UN tour.
 - b. MCpl Greening was posted in from 2 PPCLI Winnipeg in Jul 02, replacing MCpl Davis as IC Materials Section. MCpl Davis was posted to CFSEME, Borden as an instructor.
 - c. Cpl Rhynold was posted in from Gagetown in Jul 02, replacing Cpl Walker, formerly of the AMSE Section, was promoted to MCpl and posted to Gagetown on return from OP APOLLO.
 - d. AVN Techs Cpl Belanger and Cpl Sheppard were posted out of the AMSE Section in Mar 02, three months ahead of schedule. Also, 14 AMS withdrew the two AVN Techns filling their AMSE maintenance positions, MCpl McLean and Cpl Barrett. These moves depleted the AMSE shop of critical skills. These four AMSE techs were not replaced by skilled regular force personnel;
 - e. Cpl Grant, MOC 031, Infantry, was posted from CTC Gagetown into a vacant Veh Tech position in Aug 02; and
 - f. LS Sheaves was attach posted for a seven month period from HMCS Preserver to a vacant Veh Tech position in Nov 02.
7. Reserves New reserve AVN Tech positions (one Sgt, one MCpl, one Cpl) requested in 2001 were created in the AMSE Section. The intent of these positions was to provide the AMSE Section with electrical, turbine engine, and other maintenance expertise not common to Veh Techs. The reserve positions also serve as a stop-gap measure pending any future 1 CAD decisions on existing AMSE manning proposals for several wings. The Sgt position was filled in Aug 02 by former WO 'Rocky' Larocque on his retirement from the regular force. MCpl Murphy, a former CF technician working for Air Nova, filled the MCpl position in Nov 02.

CURRENT MANNING

8. EME Sqn Manning Disposition: 31 December 2002

Component	Rank	MOC/ Class	Posns	Manning	Comments
Regular Force	Capt	43Y	1	1	
	MWO	411	1	1	
	WO	411	1	1	
	Sgt	411	1	1	
	MCpl	411	5	5	
		441	1	1	
		421	1	1	
	Cpl/ Pte	031	0	1	in lieu of 411 Cpl
		313	0	1	Att post, in lieu of 411 Cpl
		411	19	15	Two deployed
		441	2	1	
Reserve Force (ARF)	Sgt	514	1	1	AMSE: Aug – Dec
	MCpl	411	4	3	
		514	1	1	AMSE: Nov – Dec
	Cpl	411	1	1	Deployed: OP PALADIUM
		514	1	0	AMSE
Civilian		CR-03	1	1	
		VHE-09	4	4	Two Indeterminate, Two Term

SUPPORT

9. One GL-VHE-09 and one GL-MAM-08 worked May – Sep 02 in support of cadet equipment at the Camp Acadia boatshed for the summer sea cadet training program.

10. Funding was received to employ Reserve Veh Techs on class B service for a total of 808 person-days, primarily as backfill for the 1223 regular force person-days deployed.

11. Annual Technical Inspection (ATI) – EME Sqn conducted the ATI, as applicable, on vehicles, weapons and related equipment for units supported by 14 Wing. EME Sqn also coordinated the fire control systems and the land communications and information systems ATI of supported units by CFB Halifax FCS Techs and LCIS Techs.

TASKINGS

12. The following EME Veh Techs were deployed on UN tasks during 2002:

TASKING	NAME	DATES
OP DANACA	MCpl Rose	04 Sep 01-04 Mar 02
OP DANACA	Cpl Dumas	29 Aug 01 – 2 Mar 02
OP APOLLO	WO Ross	02 Jan 02 – 8 Jul 02
OP APOLLO	MCpl Holmes	27 Dec 01 – 8 Jul 02
OP APOLLO	Cpl Muir	02 Jan 02 – 16 Aug 02
OP APOLLO	Cpl Walker	02 Jan 02 – 2 Jul 02
OP APOLLO	Cpl Squires	4 Jul 02 – 17 Jan 03
OP DANACA	Cpl Rogers	28 Aug 02 – 04 Mar 03

TRAINING

13. In addition to the pre-deployment training conducted by personnel prior to departing on tours the following training was conducted by EME Sqn personnel:

- CCO trg – 14 pers completed ICS trg;
- First Aid – 14 pers received update trg;
- Land Maintenance Management Program - 13 pers;

Note: This trg is normally conducted at CFSEME. EME Sqn organized and coordinated LMMP trg during the 25-29 Nov 02 period at 14 Wg for 400 series technicians currently posted to units in NS

- d. Engineering/Airfield Ground Support Equipment trg – two pers;
- e. QL4 trades trg at CTC Gagetown – three MOC 411 Veh Techs;
- f. QL5 trades trg – one MOC 411 Veh Tech., and
- g. JLC/CLC, one MCpl.

BUDGET

14. NDHQ directly funded specific equipment repair tasks totaling \$228,685.32 for maintenance tasks involving SMP vehicle chassis/body work, refueller projects, crash/fire fighting vehicle and SNIC equipment repairs. As of 31 Dec 02 EME Sqn was approximately 10 per cent under locally allocated budget due to the above Ottawa funding and a successful SNIC season operation and maintenance program to that date.

MAJOR PROJECTS

- 15. The following EME Sqn projects were implemented during 2002:
 - a. LSVW tooling project: identify, order and receive special tooling, and construct/manufacture portable security display cabinets.
 - b. SMP Vehicle chassis/body repair & paint (NDHQ funded).
- 16. Arte et Marte (By Skill and By Fighting)

WING TELECOMMUNICATIONS INFORMATION SERVICES SQN (WTISS)

OFFICERS AND SR NCOs	POSITION TITLE
Major T Pascal	WTISO
Capt G Babin	TISRO
Capt B Lachance	TIS Ops O
CWO R Bulger	SCWO
MWO D Horwill	TSS
WO K Robertson	TIS WO
WO R Branch	TRO
Mr G. Wiebe	ITSM

WTIS Sqn Strength

RANK	NUMBER ON STRENGTH
Maj	1
Capt	2
CWO	1
MWO	1
WO	2
Sgt	5
MCpl	12
Cpl	41
Pte	1
CS-03	1
CS-02	2
CR-04	1

CR-03	(vacant)
CR-02	2
DA PRO	1

OPERATIONS AND EXERCISES

- a. OP PALLADIUM (Yugoslavia), (1 pers x 6 mos);
- b. OP NOBLE EAGLE (TIS Requirements) (76 pers);
- c. OP NOBLE EAGLE (WASF) (2 pers/month);
- d. OP APOLLO (13 pers);
- e. Alert (1 pers x 6 mos – TACAN Maint); and
- f. OP DANACA (Sinai), (1 pers x 6 mos).

POSTINGS

Out: 1 x Capt, 1 x MWO, 3 x MCpl, 3 x Cpl, 1 x DA PRO 4

In: 1 x Capt, 1 x MWO, 1 x MCpl, 8 x Cpl, 1 x Pte, 1 x DA PRO 4

CERIMONIAL/SOCIAL OCCASSIONS

Awards: 2 x CD2, 2 x CD1, 4 x CD, 2 x CPSM, 1 x 15 Year Service

Social Events: Feb 02 - Annual Atlantic Region C&E Curling Bonspiel

MAJOR EVENTS

- Bathroom was constructed at CCR Barrington, and maintenance access platform constructed and installed.
- Precision Approach Radar azimuth antenna replaced
- Area Surveillance Radar rotary joint replaced

Jan 02-Dec 02: Structured wiring continued for 11 Hgr, 10Hgr, new Building 214, and Granville Butler Hut.

Jan- Dec: Significant preparation work was done for the Military Automated Air Traffic System (MAATS) project.

Feb 02: SCEM training completed for the Local Registration Co-ordinators (LRC), the Local Registration Authorities (LRA) and Help Desk. Distribution of the PKI cards to all personnel continues.

Apr 02: Completed installation of Datakey Card readers and driver software for the Secure Common E-Mail project. Full rollout of the Entrust software was on hold until automatic scripting problems could be resolved. The software was being manually installed for those (LRCs) that will be issuing the PKI cards.

May 02: Copper/fibre cable plant upgrade to NW Domestic Sector completed, including new building 215.

May 02: The Learning and Career Centre (LCC) set up in 6 Hgr. The LCC has two training classrooms; one completely incorporated into the Wing MAN, and a second one with an independent network of 16 PCs and a server.

Jun 02: Single Mode Fibre cable installation to all major buildings on base.

Jun 02: After nine months of research, arguments and unworkable solutions from Dell, and thousands of lost manhours, the IP problem with the Dell PCs has been circumvented with a workaround solution devised in-house. It is not a fix, but makes the situation manageable.

Jul 02: Octel VMX was terminated and replaced with the new MerMail telephone voice mail system.

Aug 02: The General Purpose Network (GPNet) was connected to Greenwood mid summer. A separate network over the existing infrastructure, it provides LAN speed internet access to Air Cadets, LCC and WTISS. This will be expanded to most buildings

Sep 02: Cisco multilayer switching enabled, increasing the efficiency/speed of packet delivery

Sep- Dec 02: The arrival of the Defense Software Baseline (DSB) project and proof of concept with DSB engineers on site, cancelled our planned rollout for Windows 2000, etc. We will now adopt the DSB configuration, utilizing ZenWorks for images. DSB will accomplish implementation of Windows 2000, Entrust and National support and configuration of common applications in conjunction with the distribution of hundreds of PCs procured through the MR process. Since DSB is Windows NT/2000 based, we will convert the printing systems to NT/2000. Any advancement of Novell is finished. Plan completed for DSB rollout to entire Wing completing in May 03. Four Wing MAN servers servers were upgraded, one new server added and a new CD/DVD ROM tower with 20 slots. Baseline added an additional 5 servers. DSB: on schedule; completed 404 Sqn and entire Domestic side with exception of Morphee and some smaller buildings. SCEM: 99% of PCs have card readers, approx. 60% of the PKI cards have been distributed.

Oct 02: All main building switches upgraded/replaced, providing 1GB connectivity to most buildings, and to many internal communications closets. The surplus switches were utilized to replace all old switches giving a minimum of 100Mb connectivity to all PCs/printers on the MAN.

Oct 02: Energy Management Control System (EMCS) project completed. This encompasses a separate IP network over the existing infrastructure, providing connectivity to energy control panels in most buildings.

WING TRANSPORTATION SQN

1. With operational tempo still greatly affected by the events of 9/11/01 and the war on terrorism, the personnel of transport were again put to the test in 2002. With the return of members for ROTO 0 and the deployment of personnel to ROTO 1, W Tn Sqn was forced to deal with issues that were brought on by increased national security and increased deployability while maintaining operational effectiveness within the Sqn.

ESTABLISHMENT

2. Due to operation tempo both inside transport and among other logistics units at 14 Wing, several shifts in senior leadership had to be made in order to back-fill for deployed personnel. The W Tn O left transport in order to fill the W Log O position and a class B was hired to fill the W Tn O position. Nonetheless the Sqn structure and personnel manning levels have remained relatively unchanged.

PERSONNEL

3. Strength. In December 2002, the Sqn had 81 regular force members, 8 full time civilian employees, and 8 seasonal employees on its nominal roll. In addition, 10 reservists from 14 Wing's Air Reserves Augmentation Flight (ARAF) and 14 Airfield Engineering Sqn in Lunenburg amplified all sections.

4. Postings. 22 Members from all ranks were posted into Greenwood. 8 Members from all ranks were either posted out of Greenwood or Retired.

Rank	MOC/Trade
1 X Maj	78D
1 X 2Lt	78D
1 X MWO	935
3 X WO	935
1 X WO	933
3 X Sgt	935
16 X MCpl	935
2 X MCpl	933
38 X Cpl	935
8 x Cpl - 2 at MDC	933
7 X Pte	935

Table (1) W Tn: W Tn Sqn Strength

5. Taskings. The men and women of W Tn contributed to the success of Canadian Forces missions both at home and abroad in 2002. Assignments included the following:

MSE

- a. One Cpl MSE Op deployed to Alert for a six-month tour;
- b. One Sgt, one MCpl, and four Cpl MSE Ops deployed overseas in support of OP APOLLO;
- c. One Cpl MSE Op deployed in support of OP Calumet
- d. One Cpl MSE Op deployed in peace support operations in Bosnia

W Tfc

- e. One Cpl Traffic Tech deployed to Bosnia for a six-month tour;
- f. One MCpl and one Cpl Traffic Tech deployed in support of OP APOLLO in December 2001.

TRAFFIC

6. The Traffic Section has a strength of one WO, three MCpls and 8 Cpl's and is augmented with 4 reserve personnel, one Sgt, two MCpls and one Cpl. During the posting period MCpl D Neil was posted to CFB Kingston. Cpl T. Morris was posted in from CFB Edmonton. We also welcomed Pte(B) Hodder from CFSAL PAT Plt, who will be employed with us while awaiting Tfc Tech QL3 Trades Trg.

7. Furniture and Effects (F&E) cell The Furniture and Effects (F&E) cell managed 318 moves into the Greenwood area and 367 out of Greenwood as well as 25 moves into Long Term Storage. During the year the Traffic Section also conducted 212 Quality Control Inspections and 12 reweighs on the moving companies in the local area.

8. Air Movements Section The Air Movements Section is responsible for handling all aircraft carrying Passengers and/or freight on board. A total of 106 flights arrived in Greenwood from which 1944 passengers, 100,043 lbs of baggage, and 358,240 lbs of freight were off-loaded. Out-bound from Greenwood the section handled 107 flights carrying 1907 passengers, 95,350 lbs. of baggage, and 568,015 lbs. of freight. The air movements' crew also conducted 52 SAR changes. The month of Jul and Aug were the busiest months of the year because of cadet flights, while Dec was also demanding because of Xmas flights. Jan 02 saw the completion of OP APOLLO deployment while Jun/Jul entailed OP APOLLO ROTO 1.

	Flights	Passengers	Baggage	Freight
Inbound	106	2,474	123,700	791,109
Outbound	107	2,202	110,110	875,431
Total	213	4,676	233,810	1,666,540

Table (2) W Tn: Totals processed AMS Section

GENERAL PURPOSE VEHICLES (GPV)

9. GPV section provided professional drivers and MSE support to all 14 Wing Integral and Lodger units throughout 2002. In total 2,451 Casual Details and 2,078 Standing Details were completed. MSE operators transported 5,364 passengers and moved over 2.2 million lbs of freight. GPV was able to provide support to 4 AD Reg't exercise in Suffield during the spring and also transported personnel from 1 CAD Defense Advisory Group around the Maritimes in the fall. GPV mobile support operations took part in numerous VIP taskings including the Governor General visit and the Royal visit in Moncton. GPV operators supported Ex Joint Wolfe, Op Danaca, CCO support to Op Apollo, Queen's Jubilee Medals presentation Support, as well providing services to 425 Sqn in Op Support and Op Noble Eagle. The GPV section also provided special transport functions in support of Non-DND agencies such as charitable and sports events

10. The following table describes some of the standing details and their frequency:

Standing Detail	Frequency	Pax	Freight
Base Taxi	449	3427	3630 kg
Day IOR Runs	256	12	428408 kg
Halifax Hospital Runs	243	960	29536 kg
Late IOR Runs	316	85	37492 kg
Mail Runs	245	93	66652 kg
Material Distribution Runs	243	5	1621116 kg
HIA Shuttle Run	265	782	28556 kg
Total	2017	5364	2215390 kg

Table (3) W Tn: GPV Section - Standing Details

SPECIAL PURPOSE VEHICLES (SPV)

11. Heavy Equipment The SPV Heavy Equipment section had a busy year starting with the end of the 2001/2002 SNIC season. Fortunately the weather was on our side, which made for a very successful season. The introduction of the new SE II (Snow eliminator) improved the effectiveness of the section. The GPS TRAC II system was not functioning properly for the season and this problem continues into the 2002/2003 season. A significant change for the new season 2002/2003 is a trial of a new shift, that combines both Ref and HE pers into four crews to provide full 24/7 coverage with no requirement for standby. For the start of the SNIC season in 2002 this arrangement has proven to increase moral as well as save money with no detrimental effects to operations.

12. SPV / HE undertook several projects in support of CE at 14 Wing, these included the Pea Bowl cleanup, the relocation of Check Point Charlie, road and training area upgrades in Camp Aldershot, and road upgrades and cleanup at the Lake Pleasant camp ground. SPV / HE also maintained normal operations on the wing that included, water main breaks, airfield grass cutting, daily inspections of the Q for CF 18's, the area involved is taxiway Echo and 13 hgr.

14. Refueling. The refueling section was busy in 2002, delivering a total of 15,849,809 liters of fuel to domestic and transient aircraft from a number of different agencies. This number is down from last years volume of fuel delivered. The section refueling section maintained a 24/7 posture to meet refueling commitments as well as providing OPS 5 support to Wing operations. The refueling section also performed daily

sampling and testing procedures on the vehicle fleet, which allowed operators to identify problems before they caused serious safety issues. The following tables detail the section's operations during the last year:

Sqn	Aircraft Type	Refuel Operations (l)	Defuel Operations (l)
405 and 415	CP 140	9,185,345	626,630
413	CC 130	3,731,870	172,450
413	CH 113	382,364	8,330
413	CH 149	30,310	0
434	CF 133	288,045	9,430
	Total	13,617,934	816,840

Aircraft Origin	Refuel Operations (l)	Defuel Operations (l)
CF	1,725,985	
US	200,425	
Government Agency	21,030	
NATO	220,200	
Civilian	64,240	
Total	2,231,875	

Table (4) W Tn: Refueling Section – Refueling details

WING EQUIPMENT AND VEHICLE SECTION (WEVS)

15. The WEVS organization once again had an outstanding year during 2002. The section, comprised of members of both Transport and EME, successfully coordinated their efforts to maintain the established 407 vehicle Transport fleet. Through careful coordination, the section managed vehicle fleet operations, resulting in successful fleet maintenance, vehicle auction sales valuing \$259K, and purchases of 65 light commercial vehicles to replace the aging fleet identified in the 02/03 MR. Furthermore, WEVS coordination of the replacement of the 10 vehicles in SPV has meant a marked reduction in VOR. However there still remains a requirement for replacement of an aging sweeper fleet that has resulted in increased VOR rates and maintenance time. The section has proven to be a valuable asset to both Tn and EME.

MSE SAFETY

16. As in years previous, providing MSE Safety and Accident Investigation support to the Wing kept the section very busy in 2002. The MSE Safety section issued 445 new driver permits. The Wing had an increase of preventable accidents, as there were 37, up 13 accidents from last year. There were also five non-preventable accidents, up from four non-preventable accidents last year. These occurred while operating over a distance of 3,826,875 kms. These numbers leave the Wing with an accident rate of 1.547, substantially higher than last years rate.

17. Of the kilometers mentioned above, professional operators from W Tn drove 850,766 km with an accident rate of 1.504.

18. The MSE Safety section administers driving records each year and provides MSE vehicle safety training to all Wing personnel. The section also offers Defensive Driving Courses for the family members of all Wing personnel through the Military Family Resource Center. The following table details the driving courses conducted by MSE Safety in 2002:

Course	# Held	Trainees
Air Brake	9	101
Basic Driver Exam/Instructor	6	24
Defensive Driving	24	402
Forklift Safety	7	82
Professional Driver Improvement Course	0	0

Ramp Defensive Driving	10	154
Dependent Defensive Driving Course	3	37
Safe Backing	22	271
Totals	95	1157

Table (5) W Tn: Courses administered by MSE Safety in 2002

TRAINING

19. The training cell was again busy this year coordinating the on-the-job training of all Sqn members and a number of reservists from ARAF and 14 AES.

20. Moreover, the training cell administered the following courses both at home and across Canada:

Courses	Location	Trainees
935.05 Airfield Special Purpose Vehicle Operator	Local	6
Rapid Runway Repair	CFB Cold Lake	4
ICS Training	Local	24
Ambulance Training	Local	16
First Aid / FAFTE Training	Local	13
Evasive Anti-Terrorist Driver	CFB Borden	1
MSE-Op QL-3 Course	CFB Borden	1
Pre-Deployment Training	CFB Kingston	2
Safety Supervisor Course	CFB Borden	2
Tractor Trailer Instructor Course	CFB Gagetown	1
Soft Skills	Local	13
Aircraft Fluid Handling Course	CFB Borden	2
Container Lift Trailer Course	CFB Bagotville	3
Computer Courses	Local	25
Professional Development Training	Local	52
MSE-Op QL-5 Course	CFB Borden	2
MSE-Op OJT QL-5	Local	7
HLVW Training	CFS Sydney	3
TFC-Tech QL-5	CFB Borden	2
RTCH Course	CFB Borden	1
WASF Training	Local	2
General Safety Officers Course	Local	1
French Course	Local	1
Deployed Pers	Op Apollo	19
Deployed Pers	CFS Alert	1
Deployed Pers	Op Calumet / Sinai	1
Express Test Exempt	Local	7
Express Test Pass	Local	39
Express Test Fail	Local	2
No Express Test due to Previous exemption, Medical, Deployment	Local	11

Table (6) W Tn: Courses administered by the MSE Training Cell

CADET SUPPORT

21. W Tn continued to provide administrative support for militia and cadet units from Windsor to Yarmouth throughout 2002, particularly to cadet camps in Debert, Cornwallis and Greenwood during the summer months.

WING GENERAL SAFETY

RANK	MOC/CLASSIFICATION
1 X CIVILIAN	AS-05 (indeterminate)
1 X WO (reservist)	ATR (811)

1. A national departmental review of all General Safety Officer positions resulted in their re-classification this year. Ms. Nancy Fleury, formerly the Deputy Wing General Safety Officer, was appointed during the course of the year as the Wing General Safety Officer, now an AS-05 position.
2. Class B reservist, WO David Mailman, Deputy Wing General Safety Officer, continued to provide able assistance, particularly in the introduction of the new accident reporting system this year.
3. General Safety training sessions conducted in the course of 2002 included one session of the Safety Management Course, with 22 attending. One General Safety Officers' Course was offered on Base, with 13 local personnel and five from other Wings / Commands in attendance.
4. Three candidates from the Wing attended the Safety Legislation Course, and one attended the Safety Program Evaluators' Course. One participated in the Nova Scotia Safety Council annual training conference. Computer-based training on Orientation to WHMIS continued in various units throughout the year.
5. The Return to Work Program helped several injured employees return to the workplace early through modified work.

CCO TRAINING

GENERAL

1. The Contingency Capability Organization Training Cadre continues to provide readiness training to wing Regular/Reserve Force personnel prior to their respective deployments. Of note this year was the preparation of Roto 1 and 2 personnel for Op APOLLO in the UAE. For personnel on the full course, a total of nine training days was provided to all deploying members. Personnel on the Op APOLLO Refresher course received three days of training.

2. CURRENT MANNING

<i>Rank</i>	<i>MOC/Classification</i>
1 X Maj	69G
2 X WO	031, 565
6 X Sgt	031, 168, 226 X 2, 911, 836
1 X MCpl	811
2 X Cpl	811, 911

3. COURSES/TRAINING

<i>Serial #</i>	<i>Dates</i>	<i>Course Type</i>	<i># of Personnel</i>
0201	28 Jan-8 Feb 02	Command and Control	12
0202	8-19 Apr 02	Op APOLLO	25
0203	22 Apr-3 May 02	Op APOLLO	30
0204	8-10 May 02	ICS Refresher	10
0205	27 May-7 Jun 02	Op APOLLO	32
0206	10-21 Jun 02	Op APOLLO	8
0207	24 Jun-5 Jul 02	Op APOLLO	16
0208	3-13 Sep 02	Op APOLLO/ICS	25
N/A	10 Sep 02	CCO Staff Training	9
0209	16-26 Sep 02	Op APOLLO	41
N/A	30 Sep-4 Oct 02	141 AEF Training	20
0210	21-31 Oct 02	Op APOLLO/ICS	36

0211	4-15 Nov 02	Op APOLLO/ICS	32
0212	18-28 Nov 02	Op APOLLO/ICS	38
0213	9-12 Dec 02	Op APOLLO/ICS Refresher	47
		TOTAL	381

4. The instructor cadre saw a significant changeover of staff this year with the arrival of three new members and the departure of three others. As well, two personnel are being reported as full-time status to CCO Training rather than as part-time as in previous years. Along with the usual busy training responsibilities, the staff also constructed a UN site and coordinated major renovations to the Butler Hut facility, both at the Granville Ferry Range Training Area.

WING ENVIRONMENT

1. Wing Environment is responsible for 14 Wing's Environmental Program and was very busy overseeing numerous environmental issues at 14 Wing and the Lodger Units in 2002. The program consists of managing and implementing the Wing's Contaminated Sites Program, acting as the Wing OPI for the Hazardous Material and Waste Disposal Programs and providing environmental education, assistance and advice to Wing personnel. The most noteworthy issues from the Wing's Environmental Program in 2002 follow:

- a. Contaminated Sites Program: This 10-year program to address environmental legacy issues rapidly concluded in 2002. Funding from the Corporate Environmental Program (CEP) ended 31 Mar 03 and therefore funding for this program must now come from the Wing Business Planning process. During the last FY of the CEP program, Wing Environment was successful in ensuring all legacy contaminated sites were identified.
- b. HazMat & Waste Disposal Programs: This program was funded by the Wing. It ensured HazMats and HazWastes generated on the Wing were managed and handled in accordance with applicable regulations. The Waste Disposal Program also provided disposal services for household HazWastes generated from DND/CF personnel.
- c. Education and Awareness Training: Training was provided on an "as requested" basis through formal courses such as the Unit Environment Officers Course and Emergency Response Training. Wing Environment also provided training to any requesting Squadron, Branch, Section or Units for professional development or if it was determined that specific training was required to ensure Wing compliance with regulations. This program was funded by the Wing.
- d. Support to Wing Operations: This most important aspect of the program promoted environmental due diligence, and provided expert advice daily and during environmental incident management. Specifically, the Wing Environment Officer was a SME for the Wing's ERT and IRT, and also provided specific Halocarbon Management training to Squadron personnel.

REGULATIONS AND LEGISLATION

2. Wing Environment maintained a proactive approach in advising the Wing of implications resulting from changes to environmental regulations. The "cost of compliance" at 14 Wing was the highest ever, in 2002. This was a direct result of regulators strengthening current legislation and implementing new regulations. It is expected that the "cost of compliance" will again be a record in 2003. Expect regulations to become stricter in the following areas:

- a. Fuel Storage Tank System Operation and Maintenance;
- b. Potable Water Quality;
- c. PCB Management;
- d. Environmental Emergency Management;
- e. Environmental Assessments; and
- f. Refrigerants & Halon Fire Extinguishing Systems.

SUPPORT TO THE WING

3. Wing Environment supported Wing operations, Squadrons, Branches and Sections by providing advice and guidance on environmental matters, and ensuring HazMat and HazWaste were collected, stored, shipped and disposed of, in accordance with stringent environmental regulations.

4. By far, the largest client of Wing Environment was the Construction Engineers. Working with CE on a daily basis during Wing projects and Capital projects ensured 14 Wing complied with environmental regulations. As an independent Section within the Logistics Branch, Wing Environment could assist where requested and when required, quickly. This was most beneficial and absolutely required during incident response situations in 2002. Having the authority and being able to generate the appropriate level of assistance to rectify a non-compliance resulted in incidents being quickly actioned and remedied.

EMERGENCY RESPONSE

5. Wing Environment continued to be an integral part of the 14 Wing Emergency Response Plan. Wing Environment reported releases to internal and external agencies in accordance with DND/CF policies and directives and to ensure compliance with federal environmental regulations. The W Env O also provided SME guidance to the OSC during incident response situations. The most notable release in 2002 was the uncontrolled release of leaded-paint chips from the modernization of 11 Hangar. Compliance action and litigation resulting from this release will continue into 2003.

TRAINING CONDUCTED

6. One Unit Environmental Officer (U Env O) Course was conducted in 2002. This was the first since 1999. Having trained U Env Os enabled 14 Wing to be more vigilant of environmental concerns. Emergency Response Training provided to Wing Fire Fighters and Wing Construction Engineering personnel resulted in a heightened awareness and ability, as regulated. Awareness training, intended to provide an overview of environmental issues and a forum to address specific concerns, was provided to all the operational Squadrons and most of the Wing's other Sections within the Logistics and Administration Branches.

INDETERMINATE STAFF

7. The following staff were indeterminately employed at Wing Environment in 2002:

Mr I.R.G. Mercer, Wing Environment Officer, PC-03
Mr A.P. Pearson, Deputy Wing Environment Officer, GT-02

DETERMINATE STAFF

8. The following staff were determinately employed at Wing Environment in 2002:

Ms K. Patterson, W Env Tech, EG-04 (Term)

RESERVE STAFF

9. The following reserve personnel were employed at Wing Environment in 2002:

Cpl R. Barclay, HazMat & HazWaste Disposal Coordinator, ARAF, R-651, CI B
 Cpl R. Purdy, W Env AA / HazWaste Disposal Assistant, ARAF, R-836, CI B
 Cpl D. Tibbutt, W Halocarbon Coordinator, ARAF, R-641, CI B

14 WING SUPPLY HISTORICAL REPORT - 2002 -UIC 0102GENERAL

1. 2002 was another busy and eventful year for WSup. After much presentation of data for the Supply Chain Project, the project was cancelled with Tibbet-Britten. Phase 2 of CFSSU was completed while NCP, depots, etc., finally came on line. Although the first four Privates, in a long time, arrived Dec 2001, Supply saw another 10+ arrive throughout the year as CFSAL went back into training production.

PERSONNEL

2. Capt Lum covered as A/WSupO Major
 Dan Dorrington, WSupO, resumed his role as WSupO upon return from a six-month tour to OP APOLLO. Lt Carroll filled in as A/WSupO while Lt Peters was employed as a MATA/PATA backfill.
3. An agreement was made through an MOU in Nov 01 to transfer a hard traffic tech position from Supply to Transport in exchange for a Reserve traffic tech position. The change of personnel was made during 2002 but is still not yet reflected on the establishment. This should be completed by 2003.
4. Approximately 25% of Supply pers were posted out during APS 2002. Due to a backlog of courses at CFSAL, Supply was able to take advantage of a large number of Personnel Awaiting Training (PAT) on attached postings. Many of these same PATs were posted back to Supply on completion of training.
5. The fol pers were posted or attached posted out during 2002:

Posted Out

CWO Wayne Arsenault	CFB North Bay
MWO Cathy Coombs	1 CAD Winnipeg
WO Ted Fudge 933	WTn
Sgt Larry Hutchinson	1 CEU Moncton
MCpl Chris Hodd	CFB Gagetown
MCpl Doug Gallant	CFB Petawawa
MCpl Virginia Hicks	CFB Halifax
MCpl Sean Nickerson	Debert
MCpl Wayne Oakes	CFB Edmonton
Cpl Debbie Armstrong	CFB North Bay
Cpl Louis Boulard	CFB Edmonton
Cpl Brenda Campbell	CFB Halifax
Cpl Corinna Forster	CFB Petawawa
Cpl Paul Kavanagh	Ottawa
Cpl Keven MacMillan	ASU Toronto
Pte Melanie Andrews	CFB Halifax
Cpl Gary Roach	CFB Halifax
Cpl Demerice Vale	CFB Edmonton
Cpl Shae Watkins 836	Wing Admin

Attached Posted Out

Nil

6. The fol pers were posted or attached posted in throughout 2002:

Posted In

CWO Linda Boyd	CFB Cold Lake
MWO Robin Bradshaw	17 Wing Winnipeg
Sgt Monique Nolet	CFB North Bay
Sgt Ken Reynolds 933	Wing Tn
Cpl Vincent Boisvert	403 Hel Sqn Gagetown
Cpl Gary Crummey	Geilenkirchen, Germany
Cpl Ron Meaden 933	Wing Tn
LS Mark Haggan	HMCS Halifax
Cpl Richard Stepharnoff	17 Wing Winnipeg
Pte Melanie Andrews	CFSAL
Pte Christine Bell	CFSAL
Pte Pierre Bouchard	CFSAL
Pte Michael Burrell	CFSAL
Pte Sandra Crouse	CFSAL
Pte Jason Dawe	CFSAL
Pte Robert Jordan	CFSAL
Pte Tammy Long	CFSAL
Pte Karl Marchand	CFSAL
Pte Jason Paul	CFSAL
Pte Jeff Peveril	CFSAL
Pte Charles Pierce	CFSAL
Pte Gordon Porter	CFSAL
Pte David Ryan	CFSAL

Attached Posted In

2Lt Kyla Clark Lake)	Jan-Mar 02	14 AMS	(Posted Mar 02 4 Wg Cold
Cpl Mel Bacon	22 Sep-24 Nov 02		
Pte Michael Burrell	12 Apr-14 Aug 02	CFSAL	
Pte Robert Corbett	28 Mar-22 Aug 02	CFSAL	
Pte John Cox	14 Sep 02-4 Apr 03	CFSAL	
Pte Jamie Henderickson	11 Feb-7 Aug 02	CFSAL	
Pte Tim Johnson		CFSAL	
Pte Aaron Leonard (933)	3 Jul 02-10 Apr 03	CFSAL	
Pte Jason MacLeod	23 Jul-19 Oct 02	CFSAL	
Pte Jason Paul	25 Mar-21 Aug 02	CFSAL	
Pte Charles Pierce	3 Jul-12 Oct 02	CFSAL	
Pte Gordon Porter	25 May-13 Oct 02	CFSAL	
Pte Lorinda Ries	12 Apr-19 Jun 02	CFSAL	
Pte Ivan Roberts	14 Feb-7 Aug 02	CFSAL	
Pte Angelo Sanchez	12 Feb-7 Aug 02	CFSAL	
Pte Timothy Scholfield	10 Sep 02-1 Feb 03	CFSAL	
Pte Bradley Ward	25 Mar-21 Aug 02	CFSAL	
OS Owen Walsh	28 Mar-15 Aug 02	CFSAL	
Pte Keith Whaley	12 Feb-7 Aug 02	CFSAL	

7. In addition to the various postings, other personnel changes include the fol LWOP, releases, retirements, reassignments and occupational transfers:

Capt Lum	Feb-Dec 02
MS Parks	Jun-Dec 02
Cpl Stokes	May-Dec 02
Cpl Mercer	Feb-Oct 02
Pte Marchand	Dec 02

Releases

Sgt Dan Pearson

Retirement

Alice Neilly STS-4 Sep 02

Other employment

Debbie Benda	CR5	transferred	Training Centre
Pauline Percy	CR3	transferred	Wing CE
John Peyton	CR3	temp reassignment	10 Hgr Customer
Support Group			
Carol Campbell	CR3	term	WSup/OR
Erika McFarlane-Best	DAPRO-4	term	WSup/IT/ADP
Pat Grantham	STS-02	temp	WSup/MDC
Stu Nauss	STS-02	casual	WSup/MDC

Occupation Transfers

MCpl Pat Gillis	Aug 02	AESOP
LS Steve Purcell	24 Sep 02	Int Op

Taskings

8. The fol taskings were supported both nationally and internationally:

Out of Country		
# Pers	Rank	Location
1	MAJ	OP APOLLO
1	CWO	OP APOLLO
1	WO	OP APOLLO
2	SGT	OP APOLLO
4	MCPL	OP APOLLO
8	CPL	OP APOLLO
1	MCPL	OP CALUMET
2	SGT	OP DANACA
2	MCPL	OP DANACA
8	CPL	OP DANACA
1	PTE	OP DANACA

National Taskings		
# Pers	Rank	Location
1	MCPL	ALERT
1	CPL	MAPLE FLAG

9. Supply pers attended a variety of courses, conferences, including career courses throughout the year. The Contingency Capability course is one of the key courses targeted for 100% training.

Course	# Pers Trained
ICS (BMST-CCO) (2 wks)	29

ICS (Refresher) (3 days)	12
Total Pers Trained	41
Total Manning	89
% Pers Trained	46.07

Course	# Pers Trained
Standard First Aid	23
HazMat Packaging ME	2
WHMIS	48
DDC	14
FAFFE	21
ICS	29
ICS Refresher	12
Safety Management	4
MS Outlook	1
MS Word	3
MS Excel	10
MS Access	12
MS Powerpoint	14
Windows 2000	13
Fire Warden	2
Forklift Safety	6
Propane	11
Driver Examiner	2
PSTC Training	2
Basic Radiation Safety	1
Radiation Safety	28
TOTALS	258

Rank	Name	Course	Location	Start	End
SGT	BENDA	QL6A	BORDEN	12-Apr-02	17-May-02
MCPL	GILLIS	AMT BASIC AIRCREW	WINNIPEG	10-Jun-02	13-Jun-02
MCPL	GILLIS	AESOP QL5A	WINNIPEG	01-Aug-02	20-Feb-03
LS	PURCELL	INT OP QL5A	KINGSTON	08-Oct-02	26-Feb-03
MCPL	MACLEOD	PLQ	BORDEN	16-Oct-02	12-Dec-02

CRSE/TD NAME	# PERS	TD/CRSE LOC	
RadSO Crse	2	Halifax	25-28 Mar 02
CFSSU Mgr/Supr Trg	1	Ottawa	27 Mar 02
Sup Tech 911 Supr QL6A	1	Borden	12 Apr-17 May 02
SMF Regenerative Trg	1	Borden	15-19 Apr 02
Lab MRM Conf	1	Ottawa	17-18 Apr 02
1 CAD Annual Log Conf	3	Winnipeg	22-26 Apr02
SMF Regenerative Trg	1	Borden	6-10 May02
AFS-Basic AGQA	1	Borden	13-16 May 02
Instructor Sup Tech QL3	1	Borden	11 Aug-25 Oct 02
Supply Chain Project	1	Ottawa	15-19 Sep 02
CFSSU MIMS Users Group	2	Halifax	18-20 Sep 02
2003 Selection Board	1	Ottawa	7-18 Oct 02
DMMD Conference	2	Ottawa	7-10 Oct 02
AHATS(Tfc Qualification)	1	Ottawa	28 Oct-1 Nov 02

Honours and Awards

10. The fol Supply personnel were recipients of various Honours and Awards:

WO Allen	CD1	
Sgt Benda	CD1	
Cpl Leaman	CD1	
Carl Saunders	Public Service Long Term Service Award	30 yrs

Social Events

11. The fol social events took place during 2002:

35th Annual Logistics Curling Bonspiel	Feb 02
Supply Farewell BBQ & Slowpitch	Jul 02
Annual Supply Road Rally Race	Sep 02
Annual Supply Christmas Party	Dec 02

Projects/Initiatives

12. CFSS Upgrade – On 18 Nov 02, the Canadian Forces Supply System Upgrade brought the depots and NICP on line via Stream 2. All bases/wings went offline during this period.

13. Supply Chain Project (SCP) – Tibbet & Britten continued their town halls, site visits and data collection. Project was officially cancelled by MND 7 Nov 02. The Materiel Acquisition & Optimization Plan (MASOP) was initiated to replace SCP.

14. Sonobuoy Relocation – Greenwood became a third line depot for sonobuoys for East and West coast after Moncton closed. At the time, procurement and holdings were to be reduced to 1/3 by 2001. However, due to new requirements, procurement and holdings were increased instead of being decreased. Greenwood did not have the capability to hold the increase with the current infrastructure. After preliminary cost analysis to determine viability of constructing a sonobuoy facility or refurbishing existing infrastructure, other alternatives were considered. Subsequently, 25 CFSD Montreal agreed to take on the sonobuoy storage. The relocation of sonobuoys commenced by early Nov 02.

15. 434 Sqn Closure – Disposal/redistribution of all spares associated with 434 fleet (Challenger and T-Bird) commenced in spring 2001. By summer 02, 434 officially closed down. All sqn Supply Customer Accounts were closed by Aug 02. Although all related spares were sold through the winning bidder, Lancaster Aviation, they continued to remain in Greenwood Supply 14 Hgr until the company was able to pick up.

16. Labrador Closeout – The first Cormorant arrived in Greenwood summer 02 to replace the Labrador. The Cormorant and Labrador were both in service during this transition phase and will continue until the Cormorant can be declared officially operational. Preparation for disposal already commenced in Sep 00. The closeout phase was delayed until spring 03.

17. AvPOL Reform Project - A Level 1 O&M Project was established to implement the recommendations of the 1998 AvPOL Review. The project required the Air Force to change its primary aviation fuel type from F-40 to F-34+100 (the new NATO F-37). The drawdown of fuel in preparation for the transition phase commenced.

18. IT/ADP - WTISS instituted the Defence Software Baseline in Supply October of 2002. The core components of Baseline are Windows 2000 Professional and Office 2000. The impact of Baseline to the WSup IT/ADP cell is that the necessity for certain requirements have altered or been negated. In the past, IT/ADP personnel were responsible for installing and managing all programs installed on WSup IT equipment. Baseline cancels this necessity, as WTISS, the site administrator, centrally manages all software. All custom applications are installed by WTISS and there is a requirement that licenses exist for each application. The role of the IT/ADP section has thus shifted. Rather than being site administrators, WSup will utilize IT/ADP as a point of contact for

any IT/ADP problems. The IT/ADP section remains as the Wing CFSSU specialists, managing user profiles and providing contact with ISSG for trouble tickets and dissemination of flash info (updates to the CFSSU).

19. 11 Hangar Retrofit – The retrofit was scheduled to take place between Dec 01 and Jul 02 and was projected to affect Supply in particular during Apr 02 until Jul 02. Due to the high levels of lead dust that were required to be cleaned up prior to renovations taking place, the project was pushed back. It had been determined that SPS2 (7MP) was to move to the centre bay adjacent to the warehouse during renovations. This move was carried out during the early part of July 02. This move has caused not only an increased workload for all levels of supply personnel, but also much disruption to customer service in 11 Hgr.

20. Clothing Equipment Millenium Standards (CEMS) – Supply continued to kit new pieces of equipment introduced into the supply system. The 2-in-1 raingear was introduced in Oct 02 and sizing commenced.

21. New IOR/AOG Database – The IOR/AOG database was redesigned locally to accommodate different stats required by the 500 Trades. The new database is a MS Access program and is accessed by the IOR clerks, their back-ups, MCpl Fry of 413 Sqn and the AMO Briefer. The new database is user friendly and provides pertinent stats for supervisors. The frequency report has proved very useful for tracking high frequency IOR/AOGs on specific parts and reporting them to item managers. This new database is definitely a success.

22. CADPAT – Army CADPAT no longer in production. CADPAT for the Air Force originally scheduled for distribution in Fall 02 now delayed to Fall 03.

WING SUPPLY ESTABLISHMENT

Officers	Position
Maj DJ Dorrington	Wing Supply Officer
Capt I Lum	Business Management Officer (BMO)
Capt BJ Carroll	Materiel Management Officer (MMO)
Lt YM Peters	MMO/BMO (Reserve)
CWO L Boyd	Supply Administration Officer
NCMs	On Strength
MWO	1
WO	3
Sgt	8
MCpl	11
Cpl	44 (4xReserves)
Pte	17

Unit Nominal Roll

SN	RANK	SURNAME	INITIAL
	WO	Allen	DJ
	Cpl	Andrews	EA
	Cpl	Andrews	TL
	Cpl	Baker	KA
	Cpl	Beaulieu	CA
	PO2	Belanger	A
	Cpl	Belanger	MJ
	Pte	Bell	CL
	Sgt	Benda	RF
	MS	Bentley	DA
	Civ	Best	E

s.19(1)

Cpl	Boisvert	V
Pte	Bouchard	PL
WO	Boudreau	DJ
CWO	Boyd	LM
MWO	Bradshaw	CR
MS	Brake	AM
Pte	Burns	C
Pte	Burrell	M
Civ	Campbell	CA
Capt	Carroll	JB
Cpl	Clark	MD
Civ	Clow	IT
Pte	Cochrane	KJ
Civ	Cohoon	JB
LS	Cooper	WS
Pte	Crouse	SA
Cpl	Crummey	GJ
Cpl	Curnew	GE
Pte	Dawe	J
Cpl	Desabrais	PM
Cpl	Desjardins	JVC
Civ	Deveau	W
Cpl	Dobbs	JD
Maj	Dorrington	DJ
Civ	Drolet	PE
Cpl	Dumont	ML
LS	Dunn	MB
Cpl	Fortner	KC
LS	Fraser	JRP
Civ	Grantham	PR
Sgt	Gerrior	MA
Cpl	Goucher	CV
LS	Haggan	M
MCpl	Hann	RA
Cpl	Harry	DP
Cpl	Hatton	SR
PO2	Haywood	JB
Cpl	Hinks	DG
Pte	Jordan	R
LS	Keeping	MG
Cpl	Leaman	EA
LS	Lee	MK
MCpl	Lemire	JG
Pte	Liefhebber	JV
Cpl	Logan	MA
Pte	Long	TL
Capt	Lum	I
LS	Macdonald	SJ
MCpl	Macgregor	MM
MS	Macgregor	SA
MCpl	Macleod	RE
MCpl	Madore	JS
Pte	Marchand	JM
Cpl	Martin	DP
Cpl	Meaden	RG
Cpl	Mercer	TS
LS	Moore	JG
Cpl	Nichols	KA

s.19(1)

Sgt	Nolet	MM
Cpl	Oakes	TF
PO2	O'rourke	SJJ
MS	Park	LD
Cpl	Parsons	DR
PO2	Parsons	GM
Pte	Paul	JG
Lt	Peters	YM
Pte	Peveril	JR
Civ	Peyton	JC
Pte	Pierce	CT
LS	Plowman	JS
Pte	Porter	G
Cpl	Ransome	RW
Sgt	Reynolds	KM
LS	Rondeau	JR
Pte	Ryan	D
MCpl	Ryan	RJ
Cpl	Salisbury	K
Civ	Saunders	CS
Sgt	Shebib	PD
Cpl	Smith	CW
OS	Squires	RL
WO	Stark	B
Cpl	Stepahnoff	RA
Cpl	Stokes	JV
Cpl	Stokes	ML
Cpl	Toth	WJ
Cpl	Walker	D
Cpl	Williams	D

Annex D
1326-1 (WComd)
8 July 2004

2002 HISTORICAL REPORT
WING COMPTROLLER BRANCH

1. The Wing Comptroller's role continued to be the provision of effective and efficient financial guidance, resource management, and advice to the Commander and units of 14 Wing; and to provide a challenge function to promote knowledge and adherence to legal financial activity.
2. The Wing Comptroller staff provides full comptrollership services, the main capability being concentration on the challenge function to ensure the effective management of financial and personnel resources. The sub-capabilities are as follows:
 - a. Implications – understanding and presenting financial and personnel implications of decisions before they are taken;
 - b. Risk – assessing and managing risk with the devolution of financial and acquisition authorities;
 - c. Tracking – proper tracking and reporting of financial transactions and personnel positions;
 - d. Protection - protecting against fraud, negligence and violation of financial regulations; and
 - e. Advice – providing independent advice and exercising the challenge function.
3. Additionally, In FY 02/03, the Comptroller assumed responsibility for the RGDF.
4. The Wing Comptroller staff is comprised of:
 - a. Major Karen Page;
 - b. Captain Cathy Poirier;
 - c. Warrant Officer Scott Simmons;
 - d. Petty Officer Second Class Geoff Noel;
 - e. Master Corporal Leslie Fillmore (Reserve);
 - f. Corporal Tracy Lynch;
 - g. Ms Ethna Hawes (AS-03); and
 - h. Ms Colleen Hodder (CR-04).

Captain Poirier replaced Captain Kerry Taylor who, upon her return from deployment on Op Apollo, moved to the Wing Administration Branch.

5. 2002 proved to be a busy time for Branch deployments, Captain Taylor and Warrant Officer Simmons were both deployed to Op Apollo and Petty Officer Second Class Noel was deployed to Op Danaca.
6. Two audits were also conducted. One by the Chief of Review Services and the other by the Command Comptroller Inspection Team. Both were favourable reviews of the Comptroller operation and financial management at the Wing.
7. As of this date, the Wing budget was 46,635,221 of which 1.369M was Capital funding.

Annex E
1326-1 (W Comd)
8 July 2004

WING ADMINISTRATION

INTRODUCTION

1. The year 2002 saw a major change of the guard at the senior management level of the W Admin Branch. The command of the Branch was assumed by LCol D.W. (Doug) Butt on 4 Oct 2 upon retirement of LCol W.L. (Bill) Penton. The W Pers Admin O, Maj D. (Diana) Herrington was posted to Staff College and replaced by Maj J.L.G. (Gilbert) Villeneuve in Jul 02. The W Pers Svcs O, Maj H. (Harold) MacNeil was posted to MARLANT HQ and replaced by Maj R.L. (Ron) Jeffrey in Sep 02. CPO2 J. (John) Arsenault remains the Branch Warrant Officer.

WING PERSONNEL ADMINISTRATION OFFICE

2. 2002 saw a huge turnover in personnel within the W Admin Branch and many of those changes happened within the Pers Admin Section. In addition, many pers were either deployed on or worked in direct support of OP APOLLO and other missions.

Deployments:

Alert:

Pte Peddle

OP APOLLO:

Capt Jackson, Capt Taylor, MCpl Wilson, MCpl MacAulay, Cpl Turnbull, Cpl Aly, LS Lambert

Promotions:

PO2 Keith Collins - 1 Apr 02
Sgt Deborah Casey - 1 Apr 02
MCpl Grace Johnson - 1 May 02
MCpl Christine MacAulay - 1 May 02
MCpl Greg Traverse - 1 May 02
Cpl Kelly MacAusland - Jul 02

Internal transfers:

Cpl Byers to Taskings
MCpl Carbonneau to Head Cashier
MS Ridley to Personnel Selection Office
MS Jack to Wing CE
PO2 Collins to Hornell Centre OR
Sgt Hachey to WOR
Sgt Casey to Releases/SPHL
Sgt Sheppard to WOR
Capt Poirier to WCompt
Capt Taylor from WCompt

Postings:

In:

Capt Poirier
Sgt Martin
Cpl Chafe
Cpl Costain
LS Mckinnon
Cpl Somerville
LS Oakley
Pte Ritchie T (OJT prior to QL3 Course)
Pte Sorrey
Pte Gouthro

Out:

Sgt Campbell
MCpl Miller
Cpl Brasseau
Cpl Watkins

Noteworthy Accomplishments/Significant Events:

3. Pte Peddle received the CO's Commendation while deployed to Alert. MCpl Carboneau was deployed to New Zealand for Exercise Cansex from 27 Sep to 06 Dec 02. She was the first Canadian exchange person to go to Antarctica, (taken there by 40 Sqn New Zealand). Helen Fillmore received the Queen's Jubilee Medal.

Section News:

Cashier:

4. New hours of operation for the Cashier were implemented (0800 - 1400 hrs daily), to the satisfaction of customers and staff alike. The ACS continued to provide some heart stopping moments. No Accounting Officer likes to hear the news that "the system has crashed again"! Air Command Comptroller conducted an inspection and were very satisfied with the way operations were conducted.

SPHL/Releases:

104 Reg Force releases last year

SPHL: 1 COT (back to permanent posn)
1 back to work posted off SPHL
7 SPHL pers released
6 SPHL pers disclosed or pending release
5 additional pers posted to SPHL

Taskings:

5. The workload increased at a terrific rate as a result of the decision to rotate air and ground crew into OP APOLLO on a 56 day basis rather than every

6 months. This, along with the high turnover of personnel, meant that Taskings pers were in a constant state of change. Plans are underway to increase the complement of personnel within the Taskings Cell and to implement new procedures to ameliorate some of the increased workload that we have experienced with the up-tempo rate of operations.

WOR/HCOR:

6. A decision was made to amalgamate the two Orderly Rooms into one. Renovations and move are anticipated to be complete by end March 03. The WOR and HCOR were the scenes of many pers changes. These are also training grounds for new RMS clerks and as such have been providing great on-the job training opportunities.

PERSONNEL SELECTION/INDIVIDUAL TRAINING

STAFF

7. The year 2002 was another very "hectic" one. Capt Hoskins conducted our May and November SCANS as well as our Long Term Planning Seminars that followed each SCAN. He also carried out countless interviews for the various Occupational Transfer and In-Service Commissioning Programs as well as individual career counselling sessions for personnel seeking his guidance. It was an extremely busy year with the COTP Programme especially with the AES Op trade. Some of the notable events encountered by WPSO staff were as follows:

TRAVEL

CAPT HOSKINS

Jan, Goose Bay/Gander – PSO Duties

26-27 Feb, Goose Bay – SCAN

15-16 May, Gander – SCAN

18-21 June, Ottawa – Branch Symposium

12 Jul, Kingston – CDA and OPME Briefing

Sept, Gander – PSO Duties

5-14 Oct, UAE (Op Apollo) – PSO Duties

P02 BEACH

25-26 Feb, Ottawa – PEP Symposium

CPL RYAN

18-21 Jun, Ottawa – Branch Symposium

PERSONNEL

8. Upon Shannon Johnston's arrival in May, Capt Hoskins did a handover of responsibilities for the new Learning and Career Centre.

9. Capt Hoskins was appointed as the OPI for the new 14 Wing Training building.

10. Cpl Ryan completed Level 2 French Training in April.

11. Cpl Ryan was promoted and commissioned to 2Lt effective 27 May 02 and commenced her PSEL OJT in June.
12. 2Lt Ryan started her 14 week IAP/BOTP course in Sep and successfully completed it on 21 Dec 02.
13. MS Collins arrived in the WITO position in February.
14. MS Collins was promoted to PO2 effective 1 April.
- 15.
16. MS Ridley/PO2 Collins did a handover for the WITO position from 8-9 October in order to free up a Snr NCM to fill a supervisory position in the WOR.
17. MS Ridley completed his RMS Clk TQ5 conversion training on 13 December.

SCAN

18. Another very busy year with regards to SCAN Seminars. More and more clients are requesting help in looking for second careers and they are becoming more interested in doing professional resumes. May saw the first SCAN seminar of the year with two days of pure SCAN. November also saw a two-day SCAN. Both SCANS proved to be highly successful once again for the WPSO staff and were well attended and appreciated by all participants. Capt Hoskins also oversees Goose Bay and Gander and therefore must conduct SCAN Seminars there as well. He conducted the Goose Bay SCAN in February and the Gander SCAN in May. Capt Hoskins introduced a series of two-day Career Workshops, "Job Search and Interview" and "Transition, Skill Assessment and Resume Writing". These workshops will continue to be held as long as enough interested personnel sign up for them. They have proven to be well attended with many positive comments being received from all participants. On top of all this, Capt Hoskins did approximately 14 education briefings in conjunction with CCO for ROTO 1 on OP APOLLO.

INDIVIDUAL TRAINING/COMPUTER CENTRE

19. There were some staff changes with the WITO position during the year. The WITO position was being filled by Sgt Tulk until PO2 Collins took over the position. In order to fulfill the responsibilities of this new position PO2 Collins was sent to Borden to learn ITMIS. This allowed Sgt Tulk to continue with her university degree from Acadia prior to her official release date. PO2 Collins remained as WITO until MS Ridley was transferred to the position in early October; thereby freeing up a Snr RMS Clk NCM to fill a position in the short-staffed supervisory position at the WAdmin Branch. Despite placing a MS in this position, the duties and responsibilities have not diminished. The WITO remains reasonably busy with course loading as well as allocating rooms and keys for the many courses and briefings being conducted in the hangar.

20. Six Hangar continues to be used as the dominant training facility for 14 Wing. With the arrival of the new Learning and Career Centre more and more computer and soft skill courses are being offered on-site. In addition, education briefings, in conjunction with the CCO training, in preparation for OP APOLLO commenced and have increased in frequency. Other courses and training included Conflict Resolution, Mediation and Harassment Advisor.

EDUCATION

21. The RMC Continuous Education Counsellor and the Nova Scotia Community College Representative, Mr. Jim Baglole, continues to remain quite busy during the one day per week that he is here in Greenwood. He has dealt a great deal with Mount Saint Vincent University to put together a two-year Business Degree. Requests for Accreditation for NCMs and Officers who were interested in furthering education, second career, UTPNCM or just self-improvement, were plentiful. There tends to be more people interested in upgrading or continuing their education and an increase in the number of education claims being processed has increased accordingly. The WPSO established 14 Wing Greenwood's first Education Day on 11 April. It was a huge success with many informative presenters.

22. The Royal Military College Distance Education Program again, administered various courses at 6 Hgr for military members, dependents and civilians. As well as administering courses, the WPSO staff also invigilated exams for RMC, Acadia, Seneca, University of Manitoba and others for members, dependents and civilians taking correspondence courses. The year 2002 saw an influx of more courses being offered and taken.

23. Lastly, our staff has continued to work hard to give all the available information to all members of 14 Wing and keep themselves informed of any changes. Another successful year is behind them. As a final note for 2002, in December, a Veterans Affairs Counsellor began working from the WPSO office on Monday and Tuesday each week, thereby providing a much needed service to serving and released members.

Capt Bill Hoskins, PSEL, WPSO
 PO2 Al Beach, RMS Clerk, Chief Clerk
 Sgt Karen Tulk, Flt Engr, WITO
 PO2 Keith Collins, RMS Clerk, WITO
 MS Don Ridley, RMS Clerk, WITO
 Cpl Heather Ryan, RMS Clerk, WPSO Clerk
 Mr. Jim Baglole, Royal Military College and Nova Scotia Community College Representative (Wed only)

WING ACCOMMODATIONS

24. Wing Accommodations have been very busy during this past year. We have continued to support many of the cadet's activities during the summer months and throughout the rest of the year.

25. We have continued to upgrade the accommodations found at 14 Wing. These upgrades included replacing all windows and replacing some of the doors in both Lancaster and Argus House. This project has not been completed due to shortage of funds, but we have managed to accomplish more than previously thought due to lower material and labour costs. The balance of these upgrades are expected to be completed early in the new Fiscal Year (2003/2004).

26. Wing Accommodations has supported many different activities throughout the year. Some examples are: section sports events, Winter Carnival, 14 Wing's 60th anniversary, RCMP Tactical Troop Training etc. On many occasions, requirements for accommodations are necessary to make those events a success and to promote maximum participation.

27. Although we have gone through some staff changes and additions, everyone has adjusted well to the very busy activity level that has taken place within our section and continues to offer exceptional service.

AURORA NEWSPAPER

28. The Aurora Newspaper has remained relatively unchanged over the past year. An all civilian, NPF staff of 4 persons produces a tabloid newspaper weekly, comprised of news and events from both the military and surrounding civilian communities.

29. This past year The Aurora Newspaper has been published with full process colour on the front page and, most often, in the centre as well. This has been well received by the readers as well as the advertisers. A significant increase in the purchase of colour from our advertisers has been experienced.

30. The financial posture remains very good and the newspaper continues to run at a significant profit for NPF.

31. The web site, www.auroranewspaper.com, has been very well received with an average of 50 plus visitors per day. Advertising continues to be sold into this medium as well and several clients are showing increasing interest. The site offers those submitting articles of interest to the newspaper a convenient and easy method of delivery and has become the preferred method of submitting information.

32. In May of last year the editor, Stephen Boates attended the third annual meeting of the Canadian Forces Newspaper Association. This fiscal year, membership in this association as resulted in over \$4,200 in additional advertising revenue.

33. In February of this 2002, the editor, Stephen Boates attended the PSP conference in Ottawa.

LEARNING AND CAREER CENTRE

34. Learning and Career Centre (LCC). The Greenwood LCC was established in Jan 02. It's purpose is to provide soft skills and computer training, as well as career counselling services to all civilian and military employees at 14 Wing and Aldershot. The LCC is part of the Civilian Human Resources Service Centre Atlantic (CHRSC(A)) and consists of three employees here in Greenwood: Shannon Johnston (Learning Advisor), Kim Ballard (Learning Assistant) and Debby Benda (Learning Assistant).

35. Since 10 Jun 02, the LCC staff have published a weekly article in the Aurora Newspaper, detailing the location of our course schedule and course descriptions on the public drive, LCC website location, staff activities, Book Club news, a 'Feature of the Week' from the library, upcoming events and more.

36. The LCC Grand Opening ceremonies took place on 31 Oct 02, and were attended by LGen Couture, ADM HR (Mil), as well as Mr Stewart, DCHRSC(A), Ms Somers, Manager LCC Atlantic, and the Acting Wing Commander. Invited guests included Branch Heads and Commanding Officers, Unit Training Coordinators and local dignitaries.

37. LCC resources include:

- a. Internet Lab which consists of six workstations with GP Net connection, printing capability, scanner, self-directed learning programs (head phones available). Resources include CareerCruising (the Complete Online Career Guidance System), WinWay Deluxe Resumé and Mavis Beacon Teaches Typing. Technical assistance is available if required.
- b. Library. Hundreds of resources (both print and electronic media)

available for loan, diskman's and walkman's available for loan with your CD or cassette resource, and TV/VCR stations for viewing videos. A complete inventory of all resources is located at m:\14Wing Public Shared Folders\LEARNING AND CAREER CENTER\Resource Library. There is also a link to this database on our website. Follow the 'LCC' link from Greenwood's Home Page. The library is open daily Mon-Fri 0730-1600 hrs, including lunch hour.

- c. Classroom Training Facilities. Two completely equipped computer classrooms, and one Soft Skills classroom.

38. The first training held at the LCC occurred in Jul 02, and consisted of five one-day softskills courses. Computer training was first held in Aug 02.

39. In an effort to become more visible to all members of 14 Wing, the LCC participated in two Wing events, Wing Welcome (Sep 02) and 14 Wing 60th Anniversary (Oct 02), by setting up a kiosk. The kiosks consisted of a display table with several samples of books and videos from the library, course schedules, promotional items such as bookmarks, pens and scratchpads, and a free draw. Videos were played continuously throughout the day.

40. A total of 537 students were trained in the 46 courses held from Jul-Dec 02. Visitors (excluding students) to the LCC Library and users of the GP Internet Lab numbered 987, and over 1,340 phone inquiries were answered.

41. Softskills courses held in 2002 included Dealing with Conflict, Developing My Esteem, Pre-Retirement Seminar (3 days), Future Planning, Supervisors Orientation Program (8 days), You and Change, Basic Mediation, Defusing Hostility, Anger Management, Stress Management, Interpersonal Communication Skills, Basic Mediation, Defence Ethics and Time Management. A complete catalogue of our courses is held at the Learning Centre.

42. Computer courses include the Microsoft Office suite: Word, Access, Excel, Power Point, and Outlook. All courses are delivered in both Level 1 (beginner) and Level 2 (intermediate/advanced). On two separate occasions, one of the LCC's computer classrooms was utilized by another section to provide training on software unique to their respective sections.

43. A Lunch and Learn was also held on 19 Nov, as well as two UTC information sessions. Tours of the LCC are provided on request.

DENTAL CLINIC

44. The dental clinic had a very busy 2002 with DAGs for Op Apollo and changes in staff due to postings and paternity leave while striving to continue providing a high standard of patient care. This detachment was fortunate enough in being able to hire civilian Dentist through the third party contractor Med-Emerg, to replace our military dentists on paternity leave. The hiring of the civilian dentists enabled this detachment to maintain a high standard of care and conduct 24/7 after hour call.

45. The dental clinic also had three military dental assistants posted out Jul 02 and the posting in of two direct entry dental assistants. The MCpl position was not replaced therefore requiring another civilian dental assistant to be hired.

46. Our military and civilian personnel participated in numerous courses and training throughout the year provided in house and on the Wing. Sgt Mac Neil completed Middle Management training in St. Jean. The dental clinic participated in a Wing display 19 Oct 2002 for the 60th Anniversary by acquiring an

MLVW from Halifax. Sgt Mac Neil and Cpl Flecknell provided dental information and supplied dental drawings to the children for a colouring contest. Many of the visitors were unaware that a mobile dental operatory existed and were very interested in the operation of the equipment. The two winners of the colouring contest each received a ten-dollar gift certificate from MacDonald's. A good time was had by all.

47. This detachment continued to purchase more improved dental materials and equipment that are environmental friendly and safer for staff use.

48. The perseverance of all personnel in this detachment enabled this dental clinic to exceed our goal for annual dental exams completed by December of 2002 (98.6% done). The dental clinic was then also able to complete much of the priority treatment resulting in a high number of dentally fit personnel (93%). The implementation of the birth month for conducting annual dental exam has proven to be beneficial to both patients and reception bookings.

HEALTH PROMOTION (HP)

49. Strengthening the Forces is a health promotion program designed to assist Canadian Forces (CF) members, Regular and Primary Reserve, to take control of their health and well being. Maintaining a high level of health improves one's ability to perform effectively and safely on CF operations, and to enjoy a high quality of life. Some programs are also available to families and other members of the Defense Team.

50. Health promotion in the CF has been carried out under the title "Strengthening the Forces" for several years. This program has taken that work, expanded, and adapted it to meet the needs of the CF community in the 21st century.

51. Strengthening the Forces is a joint initiative of Force Health Protection (FHP) and the Canadian Forces Personnel Support Agency (CFPSA).

52. A core of FHP health promotion experts carries out the research, design and evaluation of health promotion programs. The programs focus on the traditional areas of nutrition, weight management and addiction as well as on new areas such as injury prevention and stress management.

53. CFPSA delivers these programs through 38 Health Promotion Directors and Managers located at bases and wings across Canada and in Germany. More than just program delivery, the job of these Health Promotion Directors and Managers is to identify and respond to the health promotion needs of their community.

54. For the first 6 months HP was in it's initial phase ending at the end of the fiscal year of 2002/2003. During that time, learning and training as well as partnerships were the main bulk of the HP agenda. Promotion of already existing HP workshops and programs as well as the National Launch of the program were essential in gaining strong and influential upper management support as well as support of partners at the base/wing level. The following are initiatives and training the HP director underwent during the initial phase.

55. 14 Wing HP Initial Phase Initiatives and Training

- a. Office set up in the Fitness and Sports Centre
- b. Hiring a part-time Administration Assistant.

- c. Health Promotion Director Certification and Conference completed in September 2002
- d. Anger Management workshop taken in October 2002
- e. Health Promotion National Launch was held November 4th/2002
- f. Two T.O.P.S speeches
- g. CFPSA needs assessment Due at the end of January 2003
- h. HP Networking and partnerships with WSWO, WAC, MIR, LCC, CANEX, Community Rec., F & S Centre, PSO and MFRC.
- i. Stress Management Course November (Facilitator training to be in March 2003)
- j. Weight Wellness/Suicide intervention Facilitator Training to be taken in March 2003
- k. HP Newsletter called "The Cormorant" first issue was in January of 2003.
- l. Shoe Seminar successful turn out held in the F & S Centre January 2003
- m. Education Day presentation on Feb 20th, 2003
- n. "I Quit March 1st" smoking cessation challenge
- o. Monthly paper articles on different themes in HP, for example, December were Osteoporosis month.
- p. Becoming a member on the Care Givers Committee chaired by the W Admin O
- q. 5-year business/budget plan completed and submitted for approval.

COMMUNITY RECREATION

56. The Community Recreation staff saw a new member join the team in Jan 02 from the Federal Youth Internship Program directed by the YMCA. Christine Franklin was employed until Oct. We had a change in Youth Coordinators as Wendy Parent Robertson was posted out and Fayssoux Hastings was hired to fill the position. Our WPersSvcs O / PSP Mgr, Major Harold MacNeil was posted to Halifax and Major Ron Jeffrey took on the position in Sep.

57. The most significant event was the construction and opening of the 14 Wing Golf Clubhouse. Built with 600k CFCF loan and 100K Golf Club funds the facility opened in Aug 02. Recreation Card purchases continue to increase and were in the range of 200k. The Wing fund budgeted 300k for a new Auto Hobby / Motorcycle clubhouse which is still on going. The 14 Wing Training Centre continues to include a new Zedex theatre as part of the concept to be started 04/05.

58. Special events the staff were significantly involved with include the 14 Wing Winter Carnival, Special Olympics, Volunteer Appreciation Dinner, 14 Wing Welcome, and the Terry Fox Run in September. A Community Recreation booth was set up for the Armed Forces Day and the Health Promotion section Launch. Successful Blood donor clinics continue at the Centre capped off with a 12 Wing/ 14 Wing challenge which ended with 14 Wing on top.

59. Partnerships continue to be formed and working well with many various organizations. Cabin rentals were at an all time high and we formed a partnership with Formation Halifax for the off-season use of the Cabins at Falls Lake.

60. Jill Bishop, Community Recreation Coordinator, has been extremely involved with the launch of the CFPSA Youth Model. She was chosen as one of two

Recreation candidates nationally to attend the workshop held in Ottawa in May. Our March break camp, day camp, sport camp and French day camps were the most successful to date. Grants were received from the Village of Greenwood, Kings County, Provincial and Federal Governments to hire twelve highly motivated young adults for the area as camp staff.

61. The skateboard park continues to be the hot spot around the Community Centre and with funding from Wing Fund and Kings County new ramps; bleachers and maintenance of the existing ramps were accomplished. Our youth programs and services also continue to grow with many opportunities for the community youth.

62. Statistics Canada occupied the Centre from May – Nov conducting interviews and surveys on military reg and reserve force members.

63. Cpl Charlie White our 14 Wing Archery Club President won the Provincial Archery 3 –D championship, came in second at the Canadian Championships and went to the World Championships finishing in the top 25 in his class in the world. The Curling Club and the arena went with the same ice maintenance and booking staff for the first time in Sep and have proven to be very successful to date.

64. The Recreation Director, Fred Williams attended the first National CFPSA Conference in Ottawa in Jan. The Recreation Coordinator, Jill Bishop and Admin Assistant Terri Abbott attended the CF Middle Management Course in St Jean, Quebec in Jan. Ms. Bishop attended the Canadian Parks and Recreation conference in Winnipeg in Sep. Mr. Williams attended the US Military Morale Welfare and Recreation Conference in Atlanta GA, the CFPSA Sponsorship Seminar held in Trenton, Ont. and the Business of Golf Seminar held in Ottawa in Oct. He was selected as the Ref in Chief for the Atlantic Region O/T Hockey and chosen to officiate at the CF Nationals in Borden, Ont. in March.

65. With the operational requirements of Op Apollo and the closure of 434 Squadron, several of the Rec Clubs and Specialty Interest facilities have experienced a drop in membership. All of our minor programs continue to flourish in addition s several of our clubs have included a youth component, which has taken off this year.

HUMAN RESOURCES BUSINESS MANAGER

66. There was considerable activity in the Employment Equity area. The EE Committee continued to meet and a 3 year mil/civ EE Plan was developed. A barriers survey was conducted with a huge return rate. Issues have either been addressed by the committee and added to the EE Plan or redirected back to managers. Two one-day EE sensitizations sessions were held with Dr. Neil MacDonald. On 23 Oct 02 a celebration was held to mark Mi'km aw History Month.

67. Civilian Training monies of \$81K were devolved to the wing level based on 1% of SWE. Although the Learning and Career Centre did not officially open until Oct 02, they offered many computer and soft skills courses and an extensive library that allowed the wing to realize considerable savings. On 3 Jun 02 two half day sessions were held on Understanding Your Collective Agreement.

68. During June Public Servants Appreciate Week celebrations were held. There was a cake cutting ceremony with an address by the WComd held in the mess to officially kick off the week. A bar-be-que was held at 14 Wing Picnic Grounds with the Sr Officers doing the cooking honours. Games of skill and athletic ability followed to the delight of everyone. As in past years, a random draw of prizes donated from the local community and the wing was held.

69. 14 Wing UCS Implementation Officer Alice Neiley retired. She had been working unofficially to assist the wing with UCS for two years when she accepted the two year assignment as Implementation Officer position. 2002 saw the cessation of UCS and the advent of Classification Reform. Classification Reform will be utilizing parts of the UCS project. Bring wing positions current under the existing old classification system remains a priority.

70. This position's duties were transferred to the Civilian Human Resources Service Centre (Atlantic) in Halifax effective 2 July 03 and is now titled Human Resources Planning and Programs Officer (HRPPO). The position is responsible for all AirCom units in the Atlantic Region.

GREENWOOD MILITARY FAMILY RESOURCE CENTRE

71. In 2002, the Greenwood Military Family Resource Centre once again thanked our wonderful volunteers with our Annual Volunteer Dinner held at the Annapolis Mess. The evening was a huge success with about 90 volunteers attending the event. All survived thanks to the team Tribe Leader who help them with each of the six challenges they faced throughout the evening.

72. The Greenwood Military Family Resource Centre continued to offer a wide range of programs for the military community. This was specially true with the Deployment programs which saw a huge increase in numbers with the Operation Apollo Roto 0, Roto 1 and most recently Roto 2. We provided programs and special events to both the member themselves as well as their families who stayed behind. The Wing's free parcel service was and is still much appreciated from the families and saw an increase to about 100 parcels a month.

73. The Centre had to say farewell to the Executive Director, Fred Illingworth, who retired after 17 years of service for the MFRC. The Wing, the Board, the Staff and his MFRC peers had a chance to say farewell to Fred when we hosted the 2002 MFRC Atlantic Regional Conference from the 24 - 27 October, 2002. We welcomed our MFRC counterparts from the Atlantic Region as well as from other MFRC's across Canada. We had a chance to network with staff and compare programs and services. The theme of the conference was "Surviving in the 20th Century" and we are certain that all MFRCs are ready for the challenges ahead.

74. The Centre saw the biggest turnover of staff this year and with staff good-bye comes new staff and new challenges. The Board, the Staff and the Volunteers have welcomed our new Executive Director, Catharine Bielak and are looking forward to working with her.

NPF HUMAN RESOURCES OFFICE

75. The following statistical data with regard to the operation of the NPF Human Resources Office for the year 2002 is provided for information:

- a. there were approximately 275 (300 in peak season) NPF positions in 18 outlets;
- b. there were approximately 115 hires and 80 terminations;
- c. annual gross payroll was more than one million nine hundred thousand dollars;
- d. there were 22 internal job competitions conducted, and seven positions which required specialized training were advertised in local newspapers and on the CFPSA web site. Eighty job posters, including

NPF positions in Bosnia (advertised by CFPSSA Ottawa) were made and distributed to various outlets; and

- e. two service awards were to be presented, however due to changes in the awards to be presented, they will be issued this year:

Ms. L. Durling - 15 year

Ms. E. Fillmore - 15 years

76. A change in the NPF HR Office took place in September of 2002 when Kelly Roberts, the NPF HR Manager resigned her position. Eleanor Fillmore, the HR Admin Asst of sixteen years was offered the HR Mgr's position on a temporary basis (six month Secondment), which she accepted. As a result, the NPF HR Office is now being run by two staff, the HR Mgr and the HR Payroll Clerk for the six-month period.

77. The NPF Human Resources Office is responsible for processing the bi-weekly NPF payroll, and was faced with many challenges when a new payroll program (CYBORG) was introduced. This was a major change and resulted in an additional workload of inputting the same personal employee data several times. The NPF HR staff was also trained in another program called Impromptu, which is used for creating reports pertaining to payroll and employee data.

78. Selection and Interviewing. Interviews were scheduled and conducted for two full-time CAT II NPF employees (Health Promotion Dir and F&S Sports Coordinator). In addition, interviews for specifically CAT I advertised jobs were conducted.

79. Labour Relations. Quarterly Labour/Management meetings were scheduled with United Food and Commercial Workers Local 864, however were cancelled due to the unavailability of the union and 14 Wing union negotiations. Any problems were worked out to mutual agreement. Union negotiations took place in April and a new collective agreement was concluded.

80. Staff Relations. The NPF Human Resources Office continued its Open Door policy, allowing access and communication for all employees. Many minor complaints were resolved at this level.

81. Discipline. Meetings with management and employees resolved several minor disciplinary matters. There were no formal disciplinary hearings in 2002.

82. Grievances. There were no formal grievances presented. One harassment complaint was resolved through discussions.

83. Job Evaluation. Paperwork was submitted for Several NPF CAT I & CAT II positions/jobs and was evaluated by a selected evaluation team from Halifax, resulting in the positions rising to a higher pay level, in most instances.

84. Joint Occupational Health & Safety Mtgs. In August of 1998 the NPF Occupational Health and Safety Committee amalgamated with the W Admin Occupational Safety and Health Committee and were to commence monthly meetings. In 2002 due to deployment and transfers within the W Admin Branch, there were only two meetings scheduled. There were eleven NPF accidents reported during the year, with five of these resulting in loss time from work.

85. Pension and Benefits Administration. Full-time employees who were hired after 1 January 2002 and who elected to enroll in the pension plan after 3 months employment, were offered the option of buying back those 3 months service. Specific documentation for employees laid off and retired was completed, in

addition to the weekly benefits reports for CFPSA Ottawa. Letters and pension updates were sent to full-time employees.

86. Training. Full-time and part-time employees were offered local subsidized training up to \$150 per year per employee. As well, full-time employees were eligible to receive a \$500 annual training fund from CFPSA Ottawa for courses taken which led to a certificate or degree pertaining to their work. NPF employees were also invited to attend a variety of free and paid courses given by the Learning Centre in 6 Hgr. Several of our full-time Managers/Supervisors completed six Management Development Courses which led to a certificate from Seneca College. A new series of Management Development courses given by Seneca College were commenced in December and will continue until completed in 2003. A new training called "Crowning the Customer" was given to all CANEX employees. The same course will be presented to remaining NPF employees this year.

87. General. A Canada Savings Bond campaign was conducted for full-time and part-time employees in October. NPF employees joined in with the Combined Charities (United Way) campaign to make payroll contributions. Work Performance Reviews (PRARs) were coordinated for all employees and assistance was offered to managers and supervisors with completion of the forms. Statistical reports and surveys were provided to CANEX Headquarters and NDHQ/CFPSA as required. The CFPSA envisions to be recognized as an effective and efficient organization and the HR Division will develop conditions to achieve and maintain this vision through consistent, quality HR programs and activities, which were introduced in 2002 and are ongoing.

88. In conclusion, it was definitely another busy year for the staff in the NPF Human Resources Office.

QUEEN OF HEAVEN CHAPEL

89. Mid-day prayer services were conducted during the Season of Lent and preparations were made for Holy Week and Easter. A new Parish Council executive was elected at the end of June. During the summer months, the chaplain provided assistance to the two Cadet Chaplain seminarians. There was a major restoration completed of chapel artifacts including chalices and patens. In August, the chaplain celebrated the Eucharist at Grand Pré as part of a local Acadian feast. In the fall, a "Meet & Greet" was organized to welcome new families to the community. There was an anniversary service to commemorate the 911 tragedy in September. On Mission Sunday, the chapel was able to provide 30 religious books and bibles to a remote community in Manitoba – the Parish of Holy Cross. The Chapel's Religious Education Program is active with 31 teachers and helpers and a total of 158 students registered. Thirty-five lectors and Eucharistic ministers play an active role in the chapel and a number of women and men participate in the Catholic Women's League and the Knights of Columbus organizations. In December, the Chapel raised \$1830 for the charity, Sleeping Children Around the World, which provided bed kits to children in third world countries. On the fourth Sunday of each month, there is a fundraiser to support an Emergency Teen Shelter. The Chapel Christmas services were very well attended. Several maintenance concerns have been addressed – including interior painting, a leaking roof and the constant problem of ice build-up at the rear of the building. Some security concerns were examined with the installation of new locks on the chapel doors. Chapel members are now working on preparations for the 50th Anniversary celebration scheduled to take place on 21 Nov 04.

St. Mark's Chapel

90. St Mark's Chapel conducted weekly chapel services at 0930 hrs (Anglican Church of Canada) and at 1100 hrs each Sunday. We also conducted mid-week Bible studies on Wednesday evenings, held a Mardi Gras Pancake Supper, an Ash Wednesday service and a series of weekly mid-day prayer services on Wednesdays throughout the Lenten Season. We held a Maundy Thursday Seder Supper and Communion service, a Good Friday observance, followed by an Easter sunrise breakfast and two Easter morning services. Summer saw a number of weddings at St. Mark's chapel and the chaplain coordinated pastoral services to cadet camps at Greenwood and Cornwallis. The fall ushered in Wing Welcome and Sunday School started up again. We commemorated the Battle of Britain in September and Remembrance Day in November. The chaplain flew with 415 Sqn to RAF Kinloss for JMC in October where he held a memorial service for RCAF personnel buried in the Kinloss Abbey graveyard. During Advent we had a Hanging of the Greens service, a sleigh ride and carol sing throughout the PMQs. We held two Christmas Eve services and a service on Christmas morning.

WING FOOD SERVICES

91. The food services organisation out of Café Annapolis started the year with no major changes in function. The main kitchen provided fresh ration support to publicly entitled diners as well as many official functions. Catering support was provided to numerous functions, including Mess dinners, luncheons, wedding receptions, and mess TGIFs. Continued support was provided to OP APOLLO, including feeding support in Granville for both the CCO and pre-deployment training. The Flight feeding cell provided 24 and 7 support throughout the year, including CF-18 support for extended periods, and participated in all quick response exercises.

92. The W Foods O was posted out in July, with the position being left vacant until the arrival of the replacement in late December. MWO Redden, who returned from OP APOLLO in July, filled in as acting W Foods O during this timeframe. Additional personnel changes and taskings were as follows:

- a. Posted out: Capt Richards, LS Obrien, Cpl Smith, Pte Leadbeater;
- b. Posted in: Lt Leguerrier, PO1 Grandmaison, MS Waller, Cpl Hachey, Pte Jesso, Pte Macpherson, OS Haggan, Pte Veinotte;
- c. Retirement: Mrs K. Gaudet-Aitkens (FOS 2)
- d. Taskings:
 - (1) OP APOLLO Jan to Jul: 1 MWO
 Jan to Mar: 1 MCpl
 Apr to Oct: 3 Cpls, 1 Pte
 Oct to Mar 03: 1 Cpl, 2 Ptes
 - (2) OP DANACA Nov - May 03: 1 MCpl

93. Wing Foods provided job placement training support for 2 students from West King's High Sc hool throughout the year, and was responsible for the qualification level 4 on the job training of 9 privates.

94. Wing Food Services Squadron also supported many cadets, militia and reserve groups throughout the year including the Air Gliding School in Truro, the Cadet Aurora and Challenge cup competitions in February and the cadet summer camp. The cadet camp provided feeding support for over 500 cadets at the Annapolis Café as well as field feeding support for 240 provided, with 2 military cooks and 2 civilian staff sent to Cloud Lake.

95. The section supported many VIP visits and ceremonial events, such as: NATO visit and the 434 Squadron close out reception in March, Sri Lanka High Commissioner visit in August, the CF Command and staff visit in September, the Governor General visit and the 14 Wing 60th anniversary in October.

96. In August, Wing Foods began working with the UNITRAK program: the national food service management and reporting system that permits standardised accounting and performance measurement of all CF Foods services operations. In October, the Café Annapolis introduced the "all inclusive meal pricing" with light breakfast and light lunch alternative, vice the individual or itemized pricing. The section ended the year with the main kitchen closed for the Christmas holiday period while maintaining flight feeding capability.

WING WORKPLACE RELATIONS COORDINATOR

97. The WWRC consists of a one-person part-time position. Capt Maurice Dickson, who occupied the position for more than four years, retired in June 2002. Capt Guylaine Coderre, who is a reservist, took over at that same time.

98. The year 2002 was a record for 14 Wing. Instead of the usual average of 10 Harassment Investigations/year, the WWRC had to coordinate only one. All the other harassment complaints have been resolved through mediation.

99. The WWRC also organized three classes:

- a. two Harassment Advisor Courses (HA). This is a five-day course and usually has 18-20 students. The first one was given in January 2002 and the other one in September 2002.
- b. One Harassment Investigator Course (HI), which is also a five-day course, was given in June 2002. In order to have enough students for this particular classes, people from Shearwater and Halifax were also invited to come to 14 Wing for the instruction.

100. With postings and retirements, the WWRC has to constantly provide these classes in order for the Squadrons/Units to be able to provide the best service possible to the members

FITNESS & SPORTS CENTRE

101. The move from the old PE&RT Centre to the new PSP Fitness and Sports Centre was completed 15 May 2000. The new state of the art facility has encouraged an explosion of activity, which has also seen our Recreation Card Memberships nearly double. The PSP Fitness and Sports Centre also realized an increase in revenue, decreasing the expenses for the fifth year in a row hence decreasing our deficit. Overall, a very successful year, as customers and staff continue to be extremely pleased with the New Fitness and Sports Centre.

102. The Arena and Curling Club operation was changed to come under one Manager and staff in Sep 02. This restructuring has proven to be more efficient economically and ice quality has improved as well.

103. The indoor pool was repaired under warranty and no further problems have occurred. A new outdoor pool complex is presently being constructed with a completion date of 1 Jul 03.

104. The Apple Bowl Soccer Field was resurfaced in Sep 02. All softball fields are in need of major upgrades as well to keep up with a changing demand we need a new slow pitch diamond.

105. The gym is experiencing continual leaking in several areas.

106. 14 Wing has an active Intramural Program with 16 hockey teams, eight bowling teams, eight curling teams and 10 slow pitch teams. 14 Wing participated fully in the Regional Sports Program and hosted four Atlantic Region Sports with 200 competitors. In addition, eight players and a coach from 14 Wing represented the Atlantic Region at the CF National Womens' Hockey Championship. Also one individual participated at the CISM Shooting competition and one in Running.

107. Fitness Classes are becoming increasingly more popular with eight different units participating in regular structured classes as well as, there are also a significant number of participants joining the structured classes on a casual basis from other Units. The validation of a bona fide fitness test for both Fire Fighters and Search and Rescue Technicians is complete and all members have been tested with a very high success rate. The evaluation proves to be a very good indicator of the specific fitness level, which is required of their trades.

108. The PSP Fitness and Sports Staff continue to be very involved in a wide circle of community and wing events such as: Winter Carnival, Wing Welcome, Sports Hockey School / Sports Camp, Adventure Training, Greenwood 10 Km Road Race and the Cadet Program.

14 WING MEDICAL CLINIC

109. The 14 Wing Medical Clinic staff had several taskings this past year. OP Palladium - One Medical Technician; OP Danaca - Two Medical Technicians; OP Nijmegan - One Nursing Officer; and OP Apollo - Two Medical Officers, One Physician's Assistant, One Nursing Officer, Two Medical Technicians and One Preventative Medicine technician; Op Sculpture - One medical Technician; and SFOR (NATO) - One Preventative Medicine technician.

110. The number of Mercy Flights performed this year kept decreasing from last year. Most probable reason is that Nova Scotia has an established provincial air ambulance company. The total of Mercy Flight and Aeromedical Evacuation missions performed this year- Zero.

111. The Maintenance of Competency program for Nursing Officers initiated in January '99 remains. The MOU was revised and sent to Ottawa for final approval. The finished document was signed by both parties (Canadian Forces and Annapolis Valley District Health Authority) on the 18 Feb 2003. The first nurse is to commence rotation under the revised MOU March 2003.

112. The Ride Along Program for Medical Assistants has been put on hold at this time.

113. A Memorandum of Understanding has been signed between 14 Wing Medical Clinic and Valley Regional Hospital for medical personnel to observe autopsies performed at Valley Regional Hospital. This document was signed Sept 2002.

114. 14 Wing Medical Clinic staffing changes: posted out - One Nursing officer (Lt Duggan - posted to Edmonton, Two Medical Technicians (PO2 Dennis - posted to Edmonton, and MS Williams - posted to CFB Petewawa). Posted in to the unit: - One Medical Officer (Capt Dionne), One Nursing Officers (Ocdt Hollett), Two Medical Technicians (LS Lovelace and Cpl Kavanagh), One chief clerk (Sgt

D'Arcy), and one reservist administration clerk (Cpl Murphy). The Chief Clerk (Sgt Houde) retired. Several more civilians were hired to fill positions, which were unable to be filled by military personnel.

115. Additional support (case manager and preventative medicine technician) from 14 Wing Medical Clinic is being provided to 5 Wing Goose Bay and 9 Wing Gander as mandated by 1 CAD Winnipeg.

116. The clinic saw the arrival of a new medical officer posted into the unit Aug 2002. He completed his basic training fall 2002. The clinic is employing three full time equivalent civilian physicians due to the MO shortage. Two civilian physicians are flight surgeon qualified and able to assist with the flight surgeon duties when required. This has enabled the clinic to maintain operational support, to the Wing, especially to the aircrew personnel when our own medical officers are deployed.

Annex F
1326-1 (WComd)
8 July 2004

ANNUAL HISTORICAL REPORT
14 WING CHIEF WARRANT OFFICER

CEREMONIAL OCCASIONS/OFFICIAL VISITS

1. From 25 Feb to 4 Mar 02 Lt(N) Pawel Smereka of the Polish Navy visited 14 Wing under the auspices of the NATO Military Training Assistance Program and the CF Shadow Assignment Program.
2. On 12 Mar 02 Capt (USN) McGloon, WESTLANT visited 14 Wing to conduct a familiarization tour of 14 Wing Facilities as 14 Wing is considered a NATO facility and Capt McGloon is responsible for NATO infrastructure issues within the region.
3. On 3 Jun LCol Lessard, NDHQ Director Force Planning and Program Coordinator visited 14 Wing to familiarize himself with 14 Wing Operations and facilities and major issues and challenges affecting the Wing and each unit.
4. On 8 Aug 02 Her Excellency Geetha de Silva, High Commissioner for the Democratic Socialist Republic of Sri Lanka visited 14 Wing to familiarize herself with 14 Wing personnel and 413 Sqn operations and facilities.
5. During 18/19 Sep 02 the CF College Command and Staff Course visited 14 Wing to familiarize the students with the organizations, operations, missions, facilities and equipment of the Air Force
6. On 30 Sep 02 BGen Mathiew, Director General Health Services visited 14 Wing to meet with Wing Personnel and visit the Medical Clinic.
7. From 3 Oct to 6 Oct 02 Capt Jong-Woo Kim, Republic of Korea Navy and Capt (USN) Yeager visited 14 Wing to attend the Annual VPI Memorial Service and participate in a number of briefings and tours.
8. On 21 Oct 02 The Governor General of Canada, the Right Honourable Adrienne Clarkson visited 14 Wing to unveil and dedicate the Aircrew Memorial Statue at the Greenwood Military Aviation Museum, tour the Museum and meet the public at a reception in the Annapolis Building.
9. During 22/23 Oct 02 the Commander 1 CAD, MGen Dumais visited 14 Wing to familiarize himself with 14 Wing personnel, operations and facilities.
10. From 11 Nov to 13 Nov 02 BGen McCabe, 1CAD A4 accompanied by the A4 CWO, CWO J.M. Quilty visited 14 Wing to familiarize himself with Wing personnel, operations and facilities.

MEMORIAL OCCASIONS

11. On 6 Oct 02 the Annual VP International Memorial Service was held in front of 14 Wing Headquarters .

12. On 21 Oct 02 the Governor General of Canada, Her Right Honourable Adrienne Clarkson, unveiled and dedicated an Aircrew Memorial Statue at a ceremony at the Greenwood Military Aviation Museum. The six-foot life size bronze statue of a generic World War II aircrew member was sculptured by Mr Peter Bustin who sculptured the Sailor monument in Halifax. The project which took three years to complete is a tribute to The AirCrew Memorial Association, a unit of the Western Nova Scotia Branch of the Aircrew Association and to Major (Ret) Cy Dunbar, president of the Association and post-war aircrew member. As Mr Dunbar was unable to attend the ceremony Mr David Waterbury, an executive member of the Aircrew Association assisted the Governor General in unveiling the statue and spoke on his behalf.
13. Units/Sqns/Branches from 14 Wing participated in Remembrance Day Ceremonies at Legions in Clementsport, Berwick, New Germany, Middleton, Kentville, Bridgetown, Lawrencetown, and Port Royal. The Wing Commander, Col Morey, the Wing Chief Warrant Officer, CWO Houde, 404 Sqn personnel, the 14 Wing Brass and Reed Band and a piper from 14 Wing Pipes and Drums participated in the Remembrance Day Ceremonies at Memorial Legion Branch 098 in Kingston.
14. A Battle of Britain Commemorative Parade and Service was held at the Air Force Association No.107 Valley Wing with the 14 Wing Commander, Col Morey as reviewing Officer and a 14 Wing Marching Contingent.
15. A Decoration of Graves Ceremony was held in Middleton on 9 Jun 02. The 14 Wing Pipes and Drums and a marching contingent from 14 Wing participated in the ceremony.

WING SPECIAL EVENTS

16. On 17 Feb 02 14 Wing provided support and a marching contingent to the Village of Kingston for their Flag Day Ceremonies which celebrated the day the Maple Leaf became Canada's National Flag.
17. On 31 Mar 02 a 14 Wing Parade was held for the Stand Down of 434 Sqn. Lt Gen GEC MacDonald, the Vice Chief of Defence Staff was the Reviewing Officer.
18. On 31 May 02 14 Wing celebrated its 60th Anniversary with an informal social event at the Annapolis Building. This event was held in conjunction with the Annapolis Valley Apple Blossom Festival.
19. On 23 Aug 02 14 Wing held a Welcome Home Ceremony for OP OPOLLO personnel. In attendance was the CDS, General Henault and the CAS, LGen Campbell.

CHANGE OF COMMAND PARADES

18 There were six Change of Command Parades and one Branch handover ceremony held on the Wing in 2002. Commander Officers changed in W Ops, 405 Sqn, 415 Sqn, 14 AMS, 14 SES and MP&EU. An handover Ceremony was held for the W Admin Branch on 4 Oct 02. Details of the Change of Commands and handover ceremonies can be found in the Historical reports of the Squadrons and Branch.

HONOURS & AWARDS PRESENTATIONS

19. On 6 Dec 02 a South-West Asia Service Medal (SWASM) Parade was held at 14 Wing and South-West Asia Service Medals were presented to 14 Wing personnel who were deployed on OP OPOLLO, Roto 0 by the Commander, 1 CAD, MGen Dumais and the Wing Commander, Colonel G. Morey.

20. There were four other Honours and Awards Presentation held during the year where the following medals/awards were presented:

Special Service Medals	-	1	
Canadian Peacekeeping Service Medals	-		1
NATO Medals	-		1
CD2s	-	8	
CD1s	-	89	
35 Year Long Service Awards	-	2	
25 Year Long Service Awards	-	8	
CWO Scrolls	-	2	
Wing Commander's Commendations	-		2
Silver Maple Leafs	-	2	
Suggestion Awards	-	5	

There was a Special Olympic Plaque presented by the Special Olympic Committee to 14 Wing for their work in hosting the Regional Special Olympics.

Annex G
1326-1 (WComd)
8 July 2004

OPERATION APOLLO

News Release Communiqué

PUBLIC AFFAIRS

AFFAIRES PUBLIQUES

Canadian Joint Task Force South West Asia
MacDill AFB, Tampa, Florida

JTFSWA 08-02

June 12, 2002

For Immediate Release

LONG RANGE PATROL CREW LOGS 50 MISSIONS

Arabian Gulf Region – Fifteen aircrew members deployed to Canada's Long Range Patrol Detachment (LRP Det.) flew their 50th mission aboard a CP-140 Aurora maritime patrol aircraft over the northern Arabian Sea this week in the international campaign against terrorism.

The last time a Canadian long-range patrol aircrew reached the elusive "50-mission" milestone was during the Second World War.

"Crew #3", known throughout the long-range patrol community as the "Pirates", are all members of 415 Maritime Patrol Squadron in Greenwood NS who completed their 50th mission since first arriving in South West Asia in late December 2001. The "Pirates" are one of three crews operating the CP-140 Aurora deployed to the Persian Gulf region in support of Op Apollo, Canada's contribution to the campaign against terrorism.

"Passing a milestone such as this illustrates the dedication and contribution made to the campaign against terrorism," said Lieutenant Colonel John Mitchell, the Commanding Officer of the LRP Det. "I'm very proud of the accomplishments we have made in this coalition effort; we have set a very high standard for flying operations that is highly regarded by our allies."

The LRP Det has completed nearly 150 missions, maintaining a 96% mission completion rate which is the highest mission rate among the coalition LRP air detachments.

Comprised of two CP-140 Aurora maritime patrol and surveillance aircraft, operating in the Arabian Gulf Region, the detachment flies a daily 8-10 hour mission to patrol and track ship movements throughout the region. The information and imagery collected by the LRP Det is vital to the coalition's interdiction operations against terrorist organizations. The detachment consists of about 90 personnel.

-30-

Joint Task Force South West Asia - Public Affairs (813) 827-1482



Media Advisory

Avis aux Médias

AIR FORCE PUBLIC AFFAIRS

AFFAIRES PUBLIQUES DE LA FORCE AÉRIENNE

MA 00.002

08 July 2002

Operation Apollo Members Return from Middle East

GREENWOOD, N.S. -- Media are invited to attend the return of members of the Long Range Patrol Detachment, and National Support Unit at 14 Wing Greenwood's Air Movement Unit, on July 8, at 2:30 pm. The members have been deployed since the beginning of the year in support of the campaign against terrorism.

Approximately 70 members, mainly from Greenwood, comprising CP-140 Aurora aircraft flight and ground crews, and various support members will be returning. Long Range Patrol Detachment Commander, Lieut-Colonel John Mitchell will be among the members returning, and will be available for media interviews along with other members of the detachment, and support unit.

The Long Range Patrol Detachment provides coalition forces with essential maritime-surveillance and intelligence-gathering services in the area of operations. Throughout the past six months, the Detachment flew 164 missions, for a total number of 1409.7 flying hours, and a 95.9% mission completion rate.

-30-

Note to Editors: More information about the Detachment will be available today at the arrival of the members. Media wishing to attend must register by calling Lieut. Nicole Meszaros, 14 Wing Greenwood Public Affairs Officer at (902) 765-1494 ext 5101 before 2 p.m. on the 8th of July.



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Canada

A0793592_61-000612



AIR FORCE FORCE AÉRIENNE

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MA 00.003

17 July 2002

405 Maritime Patrol Squadron Change of Command

GREENWOOD, N.S. -- A Ceremony to mark the change of command of 14 Wing Greenwood's 405 Maritime Patrol Squadron from Lieut-Colonel J.D. Mitchell to Lieut-Colonel S.A. Howden will be held on the Wing Parade Square at 10 a.m. on Thursday, July 18th.

The Reviewing Officer for the parade will be Brigadier-General W.A. Watt, from 1 Canadian Air Division, Winnipeg.

Lieut-Colonel Mitchell is posted to Ottawa, where he will work as a member of the Chief of the Air Staff's staff.

Lieut-Colonel Howden is coming from Maritime Air Component (Atlantic) in Halifax, Nova Scotia, where he served as the Director of Air Operations. Lieut-Colonel Howden previously served in Greenwood as the Commanding Officer of Maritime Patrol and Evaluation Unit from 1994 until 1997.

-30-

Note to Editors: Media are invited to attend the ceremony, and those wishing to attend must register by calling Lieut. Nicole Meszaros, 14 Wing Greenwood Public Affairs Officer at (902) 765-1494 ext 5101 before 9:30 a.m. on the 18th of July.



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A0793592_62-000613



News Release

Communiqué

AIR FORCE PUBLIC AFFAIRS

AFFAIRES PUBLIQUES DE LA FORCE AÉRIENNE

NR 02.04

27 August 2002

New Search and Rescue Helicopter Arrives at 14 Wing Greenwood

Greenwood, NS – The first of 14 Wing's four new Search and Rescue (SAR) Helicopters, the CH-149 Cormorant, arrived in Greenwood on the 24th of August. It is expected that the next two Cormorants will arrive at 14 Wing in mid-to late October this year, with the final arriving within the next year. With the arrival of aircraft CH149909, the conversion of 413 Transport and Rescue Squadron from the venerable Labrador to the state of the art Cormorant has actively begun. Crews from 413 Transport and Rescue Squadron will be undergoing flight training on the new aircraft culminating in Cormorant Search and Rescue Qualifications early in 2003.

Once qualified crews from 413 Transport and Rescue Squadron will use the new helicopter for SAR duties currently maintained using the Labrador. The Squadron itself is the primary air search and rescue unit on Canada's East Coast, responsible for an extensive area of 1.8 million square miles. The Cormorant, with its three engines, long-range capability, and its ice protection system, combined with its ability to withstand high winds, make it ideal for the East Coast's demanding geography and climate. The helicopter is a modern capable helicopter that will improve the Squadron's SAR capabilities.

The Cormorant will replace the Labrador helicopter, which has been serving Canadians well for nearly 40 years, and in that time has been responsible for saving the lives of many. The Labrador is a great aircraft, and in its day, and to this day, was and is the workhorse of SAR missions. Now, it is being replaced with a state-of-the-art helicopter that will assist Canadian Force's (CF) members in performing the vital SAR role.

At 14 Wing, the Labrador will be phased out of use completely by approximately April, 2003.

The CF's SAR assets have and will continue to play a critical role in protecting the welfare of Canadians on both the land and the sea.

Media will be invited to view and perhaps fly in the SAR helicopter in October, after the arrival of the next two Cormorants.

-30-

Note to Editors: Although there is a delay in an invitation to the media to view the helicopter, for more information, please contact Lieut. Nicole Meszaros, 14 Wing Public Affairs Officer at (902) 765-1494 extension 5101.



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A0793592_63-000614

AIR FORCE **FORCE AÉRIENNE**

News Release **Communiqué**

AIR FORCE PUBLIC AFFAIRS

AFFAIRES PUBLIQUES DE LA FORCE AÉRIENNE

14 Wing implementing environmental clean-up plan

NR 07/02

September 27, 2002

14 WING GREENWOOD – Today 14 Wing is isolating and preparing to clean a portion of its storm-water system that leads to the Annapolis River.

This action is being taken as a result of comprehensive follow-up measures initiated by the Wing subsequent to an environmental incident that had been reported to Environment Canada on August 15th.

The original incident took place when lead-based paint was being removed from a hangar's external steel roof structure. The lead contaminated paint chips were introduced into the storm-water system despite preventative measures. Once detected, the Wing took additional measures to prevent the lead from getting into local waterways and implemented a stringent monitoring program.

A follow-up test result received Wednesday showed elevated lead levels in the Annapolis River. The lead concentration is within safe levels for human drinking water.

14 Wing is currently implementing additional corrective measures in the most expedient and thorough means available.

Once isolated, the affected portion of the storm-water system will be cleaned to remove all possible sediment. Waste material and water will be collected, tested and disposed of in accordance with Federal regulations and guidelines.

-30-

Mr. Geoff Mercer, 14 Wing Environmental Officer and Maj. Darlene Quinn, 14 Wing Construction Engineering Officer will be available for interviews between 14:00 pm and 14:30 pm this afternoon. To arrange access to the Wing, or for further information contact:

Capt. Marie-Claude Perron
14 Wing Executive Assistant to the Wing Commander
(902) 765-1494 ext 5372



AIR FORCE FORCE AÉRIENNE

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AIR FORCE PUBLIC AFFAIRS

AFFAIRES PUBLIQUES DE LA FORCE AÉRIENNE

MA 02.004

17 October 2002

Aircrew Memorial Statue Dedicated at Greenwood

Greenwood, N.S. – Media are invited to attend the dedication of the Aircrew Memorial Statue by Her Excellency the Right Honourable Adrienne Clarkson, Governor General of Canada and Commander-in-Chief of the Canadian Forces at 14 Wing Greenwood on the 21st of October, at 2:00 p.m.

The Aircrew Memorial Statue is erected to honour the memory of those Canadians who have served Canada and its Allies as aircrew.

-30-

Note to Editors: Media wishing to attend **must** contact Lieut. Nicole Meszaros before 12:00 pm on the 21st of October at (902) 765-1494 ext 5101 or at pager number (902) 558-3066.

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A0793592_65-000616

1-800-565-4567

Helicopters landed 12 hours ago

Aircrew has narrow escape

High winds send
chopper's blades
through fuel
tank, fuselage

By Bill Spurr
Military Reporter

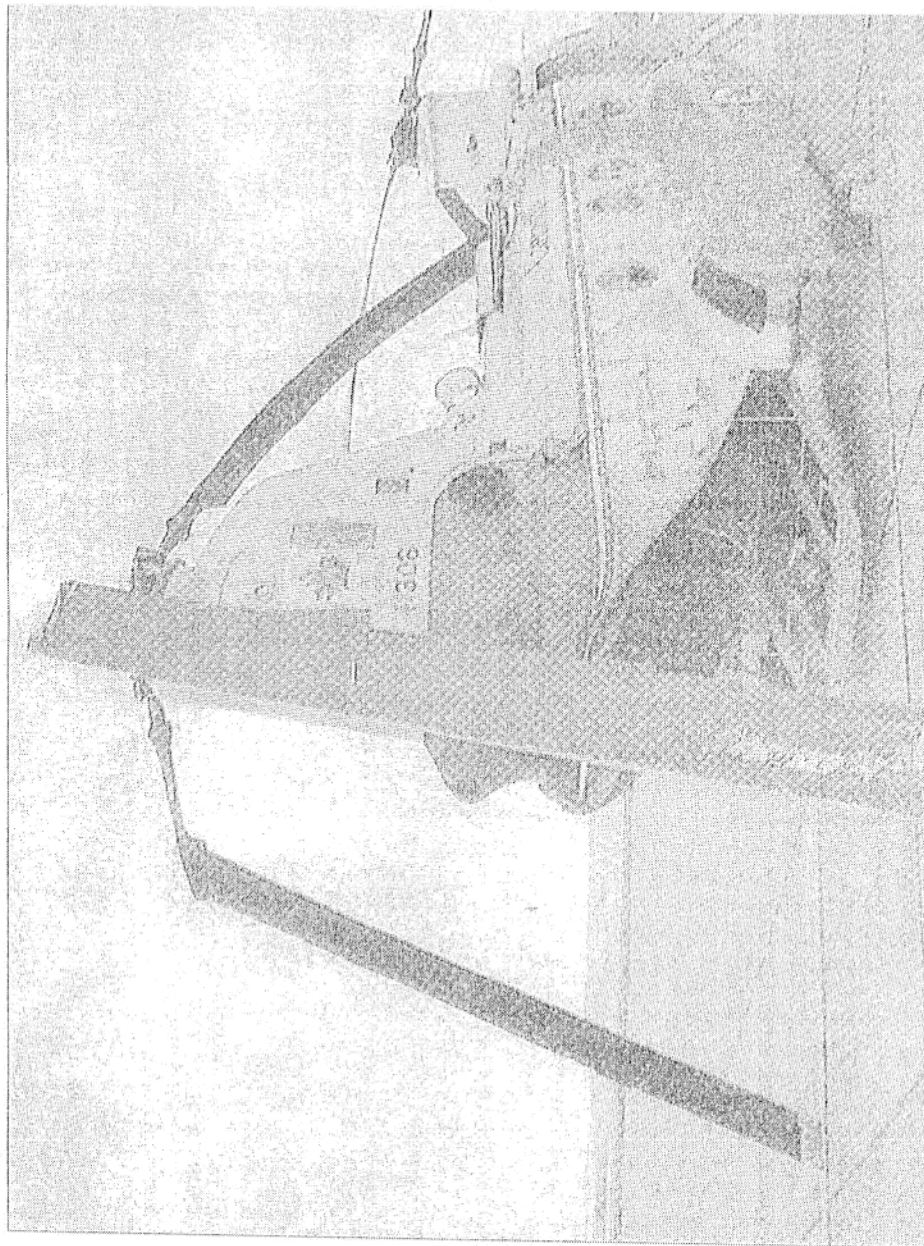
Greenwood
An aircrew at 14 Wing Greenwood was relieved to walk away unscathed after a pre-dawn helicopter accident Monday.

A Labrador was preparing to take off for a search and rescue mission when the chopper's rear rotor spun out of control.

"It was only a few seconds after we started the rotors that we heard a loud bang, realized something was amiss and we shut the aircraft down," said Maj. Paul Fleet, the crew commander, who was sitting in the Labrador's left-hand seat as the non-flying pilot.

One rotor blade went through the fuselage of the helicopter, a second hit the ground behind the aircraft and the third blade punctured the fuel tank on the left side of the chopper.

"There was no leak because there's another bladder inside the tank that was not punctured," said wing spokesman Capt. Marc Fouchard.

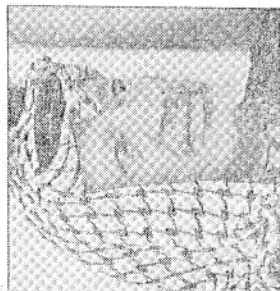


Conti

Helicopters landed 12 hours ago

Fatal fire: As many as six children, all under the age of 12, are feared dead following a suspicious house fire in a close-knit remote community on northern Vancouver Island. / A12

WORLD



Arafat free: Israel lifted its three-month confinement of Palestinian leader Yasser Arafat in the West Bank town of Ramallah but expanded its military offensive Monday with three large-scale raids, killing 16 Palestinians. / A13

BUSINESS

Power struggle: Nova Scotia Power says customers would be hurt if it's forced to reveal confidential contracts, the utility's boss testified Monday at a regulatory hearing. But a consumer group says releasing the deals could lead to lower rates. / C1

SPORTS

Little change: Cleveland coach Grady Little was named Monday as manager of the Boston Red Sox, joining a team

ENTERTAINMENT

Committed to music: The popularity of the movie *The Commitments* spawned a nine-piece band that has performed across Europe and the U.S. The band will make its first Nova Scotia visit this week. / A14

TODAY IN HISTORY

Three men stormed the Turkish Embassy in Ottawa, killing the embassy security guard, 17 years ago today. They occupied the embassy for four hours and held hostage the wife and daughter of the ambassador and embassy staff before surrendering to police. The attackers, who said they were members of the Armenian Revolutionary Army, told police they staged the attack to make Turkey pay for the Armenian genocide of 1915.

Also on this date in:
1930: Canadian flying ace Billy Barker, who shot down 53 enemy planes during the First World War, was killed in a plane crash in Ottawa.

1964: Ontario Education Minister Bill Davis abolished the law segregating white and black schools.
1993: A series of car bombs killed 250 people in Bombay, India.

FOOD FOR THOUGHT

Zeal is the necessary condition for becoming a zealot, which is remarkably close to being an idiot.

Continued on Page 11

ing and deafening noise as each of them crashed through a glass canopy and hit the pavement.

Rudolph Giuliani, the former mayor of New York, told those assembled in Battery Park City they needed to look to the victims "for our inspiration and our sense of purpose. They would want us to lift up our heads very, very high and move forward."

The airliner assaults left 2,836 people dead in New York and cut a gouge in its skyline.

But the search for bodies goes on even now. Though most of the rubble of the three buildings that collapsed — the towers and No. 7 World Trade Center — is gone, officials have been able to identify the remains of only some 750 people.

Countless families have had to hold funerals without the bodies of their loved ones.

"History will know that day not only as a day of tragedy, but as a day of decision when the civilized world was stirred to anger and to action," Bush said in Washington. "And the terrorists will remember September the 11th as the day their reckoning began."

Aircrew

Continued from / A1

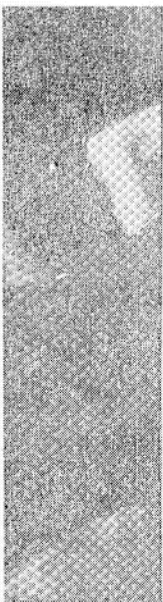
Maj. Fleet, who has been flying helicopters for 15 years, said it was the noise, not unusual shaking, that let the pilots know something had gone wrong.

"The Labrador is a little bit rough when it starts up," said Maj. Fleet. "There are vibrations and loud sounds from transmissions and engines."

One member of the helicopter's crew is designated to stand behind the aircraft and let the pilots know via intercom if anything goes wrong.

"But we didn't hear from the flight engineer," said the major. "The flight engineer had hit the ground by that point."

The air force suspects winds gusting up to 85 kilometres per



Tom Spardulo / The Associated Press
Allida Silva, left, and her sister Denise Santos marking six months after Sept. 11. Their brother Santos, a firefighter, was killed in the attacks.

SIX MONTHS LATER

Six months after the Sept. 11 attacks:

- 1,394,376 tonnes of World Trade Center debris have been removed from ground zero in 96,433 truckloads. The debris figure represents about 83 per cent of the total, with cleanup expected to finish by early June.
- More than 15,000 body parts have been found.
- New York's medical examiner

has identified 753 victims. An additional 1,919 death certificates have been issued without a body.

• Police say 158 people are still classified as missing at the trade centre.

• Of 4,600 Pentagon workers who were displaced by the attack, 1,500 are back in their offices. The reconstructed Pentagon, or outermost ring, is projected for occupancy by Sept. 11.

hour, while within operating limits for the Lab to start engines outdoors, caused the 4:10 a.m. mishap.

An investigation team from Ottawa was to arrive in Greenwood on Monday evening.

The Labrador crew included two pilots, a flight engineer and two search and rescue technicians, commonly referred to as SAR-techs.

Standard operating procedure allows only the pilots inside the helicopter during startup in high winds.

Because of that, even though the first rotor blade struck the area of the helicopter where SAR-techs sit, there were no injuries.

A Hercules airplane was sent aloft in the Labrador's place, and a coast guard ship reached a fishing vessel in distress about 30 kilometres off Yarmouth and es-

corted it to port.

New Cornwall helicopters due to replace Greenwood's fleet of Labradors by the end of year.

Because of that, the airframe involved in Monday's accident scheduled to be retired in October, and is likely to be written instead of repaired.

In the meantime, the wing will be left with only a single work search and rescue helicopter until one now undergoing scheduled maintenance becomes available next week.

"The impact on search and rescue operations is managed with existing resources assigned to 14 Wing Greenwood and Atlantic region," said Capt. Bouchard.

Labrador helicopters are based at Gander, Nfld.

bcmurphy@herald.ns.ca

Habpx Herald

SHOW IN THE HISTORY

Jet 'difficult to fly, but when you learn, you fall in love with it'

By Larry Powell

Greenwood

Lt.-Col. John Turner found it hard to say goodbye Sunday.

He could hardly keep the emotion from his voice as he talked about his love for the T-33 Thunderbird aircraft, on which he earned his pilot's wings almost 35 years ago.

Both the T-Bird and his two-year command of 14 Wing Greenwood's 434 Combat Support Squadron were relegated to memory and the history books Sunday as the squadron was stood down.

"The T-33 is mostly manual and difficult to fly, but when you learn, you fall in love with it," Lt.-Col. Turner said in an interview moments before the squadron paraded its colours for the last time Sunday morning. It will be officially disbanded in mid-July.

"It requires a lot of attention and work to fly it well," he said, adding that is what made it such a great training aircraft.

The T-Bird, known officially as the CT-133 Silver Star, made its last public flypast Saturday in near-blizzard conditions here.

Arduous flying conditions are nothing new to the T-Bird or 434 Squadron, which was formed at Tholthorpe, England, on June 13, 1943.

During the Second World War, the 434 flew 2,600 combat sor-

ties, dropped 10,575 tons of munitions, and lost 68 crew. Besides 150 individual decorations, honours, and awards, the squadron, which took the nickname Bluenose, received battle honours for numerous operations including in Normandy in 1944.

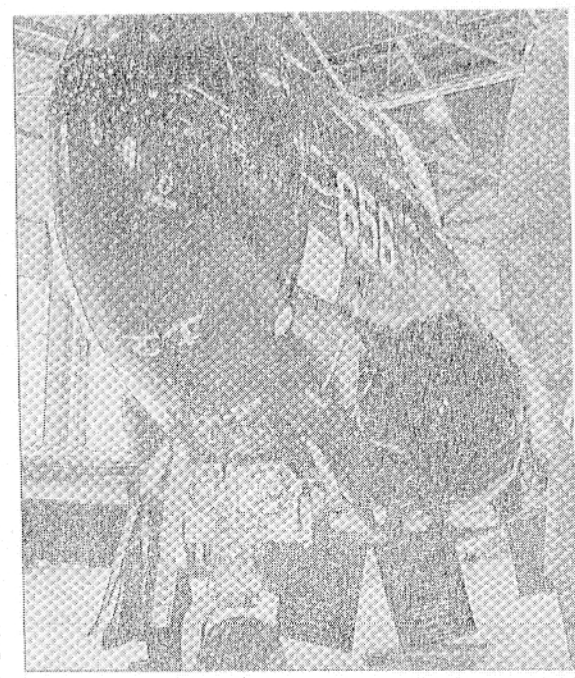
The 434 Squadron has been deactivated several times and most recently was reactivated at 12 Wing Shearwater in 1992. It was moved to Greenwood as a combat support squadron in 1995.

"Throughout, the Bluenosers have served with distinction," Vice-Chief of Defence Staff Lt.-Gen. George Macdonald said during Sunday's ceremony.

Chief of Air Staff Lt.-Gen. Lloyd Campbell told current members: "You are an outstanding group of individuals and I am proud of you."

Col. G.M.A. Morey, 14 Wing Greenwood commander, said other parts of the military have benefited from the training the squadron has provided.

"I think it's safe to say those who have seen action recently owe their lives to the Bluenos-



Lt.-Col. John Turner got his pilot's wings on a CT-133 Silver Star T-Bird. On Sunday, 434 Combat Support Squadron, which Greenwood, was stood down and the T-Birds retired.

ers," he said.

Lt.-Col. Turner, who will retire July 15 when the squadron officially disbands, said that five years ago, the squadron had 200 regular and 70 reserve members.

Sunday, only 100 were left after downsizing in the late 1990s and the retirement of the CE-144 Challengers in 2000.

The 434's tasks included supplying airborne targets for CF-18 interceptors and providing fighter pilots with electronic warfare/electronic countermeasures experiences similar to situations found in modern con-

licts.

The 50-year-old jet so on until Sunday, jammin tronics, simulating missile acting as an enemy for training exercises.

The T-Birds aren't the thing Lt.-Col. Turner will

"I didn't think it was going to affect me," he said before the colour parade. "It was much the T-33s. It's the reason I got choked up this morning thinking about what I want to say."

Most of the retired will be sold by the government.

Monday, March 25, 2001

NOVA SCOTIA



Larry Powell

Lt.-Col. John Turner got his pilot's wings on a CT-133 Silver Star, nicknamed the T-33 or the T-Bird. On Sunday, 434 Combat Support Squadron, which he commands at 14 Wing Greenwood, was stood down and the T-Birds retired.

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flicts.

The 50-year-old jet soldiered on until Sunday, jamming electronics, simulating missiles, and acting as an enemy force in training exercises.

The T-Birds aren't the only thing Lt.-Col. Turner will miss.

"I didn't think it was going to affect me," he said before the colour parade. "It was not so much the T-33s. It's the squadron. I got choked up this morning thinking about what I was going to say."

Most of the retired T-Birds will be sold by the federal government.

But Lt.-Col. Turner said he believes plans are almost complete for one to be shipped to the aviation museum near Halifax International Airport, and another may find a home in Bridgewater.

Most members of the 434 will join other squadrons at Greenwood, Shearwater and across Canada. Services provided by the 434 will be contracted out.

Prince Michael of Kent and Nova Scotia Lt.-Gov. Myra Freeman observed the Squadron's standing-down ceremonies. The 434's colours will be retired to All Saints Cathedral in Halifax.

CAPSULE

Man dies in crash near Antigonish

A man was killed early day morning in a single-crash near the village of drews.

Antigonish RCMP say man's vehicle was heading on Highway 316 at about when it left the road and turned in a ditch.

There was no one else car. Police are not releasing man's name until his next are notified.

Woman, 54, struck in Halifax crosswalk

A 54-year-old woman was struck in a Halifax crosswalk Sunday morning.

The woman, who was on Jubilee Road at Robie St suffered non-life threatening injuries. She was taken to hospital and later released.

A 49-year-old man was charged with failing to yield to a pedestrian in a crosswalk.

Woman hospitalized after car flips

A woman suffered leg, and rib injuries Saturday morning when her vehicle left Bicentennial Highway and flipped several times before landing in a ditch.

The accident occurred after 7 p.m. near Exit 2A.

The woman was admitted to the Queen Elizabeth II Health Sciences Centre in Halifax.

Woman faces charges in stabbing of man

A 48-year-old man was stabbed in the chest Saturday evening at a Viny Avenue in Halifax.

Police say officers were responding to a report of a disturbance when they found the injured man.

A woman was arrested at the scene and will be remanded today on aggravated assault and weapons charges.

Pedestrian A0793592_69-000620
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... KING GREENWOOD, the largest air force base in Atlantic Canada, because the area is lacking in health and education services, says the base commander.

Quality of life — including recreation and housing — is important to military staff, Col. Gerry Morey said Tuesday.

"They're a very sophisticated population. They have significant demands," Col. Morey said in his annual report to Kings County council's committee of the whole.

"They're not afraid to move around and they're not afraid to say no. They'll go where the products are and where they find them."

The observations he said he's hearing from military people who scout out the Annapolis Valley: Nice place with really great retirement opportunities.

"But the Valley is under-served in terms of education and under-served in terms of health care in order to be able to attract some of these high-skilled people with their families," he said.

Col. Morey said he would be "remiss" not to share that perception with councillors.

The base employs 2,200 full-time military and civilian personnel, and pumps about \$160 million per year into the local economy.

Many councillors agreed that health and education services need improvement. But Warden Fred Whalen said it's an uphill battle when the province insists on balancing its budget at the cost of these programs.

Kings County's education system was once among the best in the province, said Coun. Janet Newton, a former school board chairwoman.

"But that fell by the wayside," Ms. Newton said.

"It's easy to pass the buck and say that education is a provincial matter. But the fact remains that we have a locally elected school board."

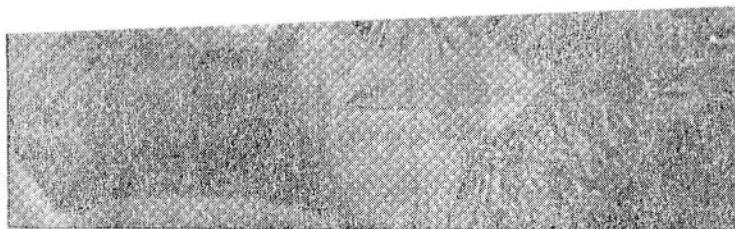
Many problems can be solved locally, Ms. Newton said, "for instance, maintenance of school buildings and the board's reluctance to bring in French courses, which I'm sure many military families transferring here would want to have."

Education funding was slashed in the 1990s, leading to large classes, crumbling school buildings and fewer teachers.

Health cuts, also throughout the '90s, have resulted in long lineups for services, fewer hospital beds and more user fees.

The Annapolis Valley district health authority is projecting a \$7-million shortfall this year and plans even more cuts to services.

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Warrant Officer Ken Richard, a meteorological technician aboard HMCS St. John's, is seen aiming a 9-mm pistol at the range in Bedford on Tuesday. Sailors aboard the frigate small-arms fire every two years.

Range popular spot to I skills, take your best sh

Numbers on rise since Sept. 11

By Bill Spurr
Military Reporter

The fact that another group of sailors is waiting to qualify at the pistol range doesn't make Leading Seaman Scott McKinley any more patient with mistakes.

"What didn't you understand about that order?" the leather-lunged leading seaman bawls at a group of shooters, most of whom outrank him, when there is confusion about whether to shoot from the kneeling or standing position.

About 5,000 members of the military qualify with a rifle, pistol, or both each year but the range in Bedford has been even busier than normal since Sept. 11.

"We've increased the tempo because of the number of ships deploying," said Chief Petty Officer LeRoy Fancy, the range CPO, who expects to hand out

about 335,000 rounds of ammunition this year.

Besides the military, the RCMP, regional police and shooting clubs also use the range.

On Tuesday, crew members of HMCS St. John's qualified with the 9-mm Sig Sauer pistol.

Sailors holding the rank of petty officer and above, as well as boarding party members, have to qualify with the pistol at distances from 10 to 25 metres. Everyone in the military has to qualify with an assault rifle every two years.

"You need the refresher to remind you because you don't handle weapons every day," said Chief Petty Officer Chris Cummings, a chief engineer on board HMCS St. John's.

"It takes a knack to shoot a pistol because they aren't very accurate, but I enjoy this. On the ship right now, it's pretty hectic so this is something to look

forward to."

The crew John's have to will leave to tion Apollo, allowed to di

Every ship have 75 per qualify on a ships that tak terrorism try

Some people one try. "If : weapon for tw lot to ask a gu pass the first Petty Officer

That's perha for sailors wh don't use th every time the

"The bigges fidence, which in the classroo Seaman McKi

With a pistol qualifying scot "Anything o if you were t you'd be pretty bspurr@herald.ns

Conciliator pushes to get six-w

By Tom Peters
Business Reporter

A conciliator is trying to find common ground to get both sides back to the table in a bid to end a six-week-old rail strike.

The Cape Breton and Central Nova Scotia Railway has had limited operations since 34 conductors and engineers walked off the job Feb. 6 in an attempt to get their first contract.

ive Engineers, Division 900, says wages is the main issue.

Ken Zwicker of Nova Scotia Conciliation Services was assigned to the dispute last spring but there are reports he has stepped up efforts to get the sides talking again.

"We think he has made some headway with both groups and we are interested in seeing a resolution to this," Peter Toussard, railway general manager, said Tuesday.

Sydney railwa ing "reasonable replacement s

"We are ser ers on a regu those in Sydn that, we woul have our regu to work."

Union spok
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N.S. stores send pools to soldiers (The Moncton Times and Transcript)

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First hit - Premier mot clé

PUBLICATION : The Moncton Times and Transcript

DATE : 2002.06.24

SECTION: News COLUMN: Atlantic Canada DATELINE: GREENWOOD, N.S. (CP)

HEADLINE: N.S. stores send pools to soldiers

Soldiers sweltering in the hot weather in the Arabian Gulf region will be able to cool down after pools are shipped from Nova Scotia.

Three businesses have worked together to donate 10 large above-ground swimming pools that will be flown over on one of the regular supply flights.

About 130 soldiers from Greenwood, N.S., are part of the 450-member Canadian contingent in the region taking part in the war on terrorism. Their exact location is being kept secret for security reasons.

"It's a small token of our support," said Michael Mallowney, manager of Zellers in Greenwood. "We're happy to be able to help out in any way we can."

Temperatures reach the high 40s during the daytime and it's not uncommon for the mercury to soar to 52 C.

"It's hot, extremely hot," Lt.-Col. Jack Backstrom said. "It feels like a huge blow-dryer on you constantly."

The 1,000-litre pools will be put up at the newly erected

semi-permanent base camp built in the region in support of Operation Apollo.

Two <Aurora> aircraft and 130 military personnel from <14> <Wing> Greenwood left the Nova Scotia airbase for the region last December. They're returning home at the end of the month, when they'll be replaced by a fresh batch of soldiers.

First hit - Premier mot clé

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war on terror

By Ian Fairclough
Valley Bureau

Greenwood

The latest air force crews headed for the war on terror in and around Afghanistan will start leaving Canada this week for the Arabian Sea region.

The 95-member contingent, two-thirds of which is comprised of personnel from 14 Wing Greenwood, begins shipping out Friday for the next rotation of Operation Apollo.

The Aurora air and ground crews and various support personnel will leave over the next three weeks for their undisclosed operating base in the gulf area. They will remain there for up to six months.

Most of the rest of the group are from 19 Wing Comox, B.C., but there are some specialists from other bases across the country as well.

They will assume patrol, maintenance and support duties now being performed by members from Comox and Greenwood who have been deployed in the area since January. That group will return to Canada in early July.

Lt.-Col. Jack Backstrom from Greenwood will be the detachment commander at the base. He leaves Thursday for the Canadian base, with almost half of the new force departing the next day.

The members of the new force spent their first day together in training sessions.

"Morale is pretty good," Lt.-Col. Backstrom said Wednesday evening before a ceremony to mark

the troops' impending departure.

"People are excited to get on with the job, especially the group from Comox because they've already left their home."

He said there is a bit of a sense of adventure, but also one of uncertainty.

Lt.-Col. Backstrom, who visited the detachment last month, knows what to expect: temperatures soaring to 46 C by 10 a.m.

"It's even hotter on the tarmac for the crews working there," he said. "It's dangerous. You need to pace yourself."

Besides the heat, Lt.-Col. Backstrom said a big challenge will be keeping troops occupied during their downtime because it is usually too hot to engage in any outdoor activities.

He said he has mixed feelings about being away from his wife, 23-year-old daughter and 19-year-old son for six months, "but it's part of the job."

This is his first posting to a combat operation, although he did track Soviet subs in the North Atlantic during the Cold War.

"There is always a level of concern," he said. "There is some level of hostile activity in the area, but not any specific threats."

The crews at the Canadian base operate two long-range Aurora patrol aircraft and three Hercules transports. The Auroras fly regular patrols of the Persian Gulf and the Arabian Sea, providing surveillance and vessel identification for coalition naval forces operating in the area.

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Officer cadet killed in 101 crash (The Chronicle-Herald)

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First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.07.02

SECTION: NovaScotia PAGE: A3 BYLINE: Larry Powell

HEADLINE: Officer cadet killed in 101 crash

Coldbrook - A 20-year-old man, an officer cadet at <14> <Wing> Greenwood, was killed in a single-vehicle crash on Highway 101 early Monday morning.

Kings RCMP Const. Gary Smith said Daniel Scott Bauer, a passenger in the late-model sport utility vehicle, was pronounced dead at the scene after the vehicle in which he was a passenger flipped over in a ditch just west of Exit 14.

Officer Cadet Bauer, formerly of Greenwood, was a student at the Royal Military College in Kingston, Ont., and was posted to the Valley airbase for the summer, said Lieut. Nicole Meszaros of Greenwood.

A second passenger, an 18-year-old boy from Kingston, was airlifted to the Queen Elizabeth II Health Sciences Centre in Halifax with serious injuries.

On Monday afternoon, he was listed in critical condition and was to undergo surgery.

Const. Smith said RCMP believe the accident happened at about 2:20 a.m. He said it appears that the car, heading west, struck the shoulder on the north side of the highway, swerved over the centre line and flipped when it went into the ditch on the opposite side of the road.

The driver, 21-year-old Pte. Shawn Quilty of <14> <Wing> Greenwood, was treated at a local hospital and released.

Highway 101 was closed for about 6 1/2 hours while police investigated. They were assisted by volunteer firefighters.

First hit - Premier mot clé

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Since early January Canadian aircrews have been actively scouring the Persian Gulf and Arabian Sea for vessels which intelligence sources believe may be attempting to smuggle al-Qaeda and Taliban fighters out of the area. Canada has contributed two CP-140 Aurora long-range patrol aircraft to the US-led effort in the campaign against terrorism. They are based at an undisclosed location in the Gulf region.

The Aurora Long-Range Patrol (LRP) Detachment was one of the first Canadian units to deploy as part of Operation Apollo, Canada's contribution to the overall campaign. This is only the second time that Aurora aircraft have been deployed into an operational theatre. They are co-located with the Canadian Tactical Airlift Detachment including three CC-130 Hercules from Trenton, Ontario that have been providing airlift support to Canadian and coalition forces in Afghanistan. Close to 200 Canadians are supporting the two detachments. A third detachment with a single CC-150 Polaris was also based in the region but returned to Trenton at the end of May upon completion of its six-month deployment.

Since their arrival, Maritime Patrol crews made up from the three operational Maritime Patrol Squadrons in Greenwood, NS and Comox, BC, have been flying patrol missions daily. Unlike American P-3C Orion patrol aircraft that have been flying surveillance missions over Afghanistan, using equipment designed to hunt for submarines and search for cave complexes, Canadian aircraft are patrolling only the Gulf and the Arabian Sea. "Our job is maritime patrol and intelligence gathering," said Maj Shawn Marley, deputy commanding officer of the LRP Detachment. "We are supporting the various navies, including Canada's which has five ships in the area, that have joined the US-led coalition, locating, tracking, identifying and reporting every surface contact in the patrol area. Any vessels suspected as smuggling al-Qaeda or Taliban fighters are intercepted, boarded and searched by navy personnel."

Complicating their search efforts is the high concentration of air and vessel traffic in the region. Aurora pilot Capt Bob Terence explained in a telephone interview from the Gulf that not only is there a higher concentration of shipping traffic than



CP-140 Auroras have been patrolling the Gulf region since January.

AUROSAS PROWL GULF REGION

By Mike Reyno

they are used to in Canada, but there is also a much more thorough observation of the shipping traffic in their assigned patrol area. There is also a higher threat level. "We're being very thorough making sure that we're not letting any suspicious vessels get through." He said that during a typical eight- to nine-hour patrol mission the 12-person Aurora crew will be assigned a patrol area of only 120x180 miles in some cases, but will track upwards of 60 surface vessels during their time on station. "We cover such small areas to give navy ships time to reposition should they decide that they are going to intercept, board and search a vessel that has been identified as suspicious." Crews conducting maritime patrols off of Canada's coastlines will encounter just as many vessels, but in patrol areas 10 times the size.

Impeding their search efforts is the haze, which is proving to be a challenge for crews. Tactical Navigator and Crew Commander Capt Bob Edwards says that missions are flown at altitudes of 1,500 feet ASL or lower to stay below the haze. While it is normal for Auroras to be

found at lower altitudes during their patrol missions, it is uncommon for them to be at these altitudes or lower during their entire patrol mission. When visually identifying a vessel, aircraft are flown as low as 200 feet, but maintaining stand-off ranges because of the possible surface-to-air missile threat. "Reduced visibility because of the heat (daytime temperature as high as 55°C) and haze is a constant problem for us," Edwards said. He said that while the heat is taking its toll on the crews, it's not affecting the aircraft as much as was anticipated.

By mid-May the LRP Detachment had flown 123 patrol missions over the area, with a 98% serviceability rate gaining the crews accolades from their US counterparts. "Since we started flying patrol missions in January, we've only lost four missions due to an unserviceable aircraft, and that's only because we didn't have the part immediately on hand," said Marley. Flight Engineer WO Bruce Richmond added: "It's because of the dedication of our three maintenance crews working around the clock to make sure our aircraft are serviceable that we are able to complete the

number of missions that we have despite the extreme heat, dust and sand." Because of the number of hours that the aircraft are being flown and the extreme weather conditions, aircraft have been rotated back to Canada once a month.

Although Air Force officials say they are happy with the performance and mission success rates of the Auroras, some shortcomings have been noted while the aircraft have been in the region, especially with their antiquated electro-optical systems. "There are more advanced systems available that would greatly improve our efficiency and effectiveness when we're out on patrol," Marley said. However, those shortcomings will be addressed in the Aurora Incremental Modernization Program set to begin soon.

Canada will extend its initial six-month commitment to conduct maritime patrols in the Gulf and Arabian Sea after the current detachment returns to Canada in June or July. However, it was decided in mid-May not to send a new rotation of ground forces to Afghanistan itself. ✈

Aurora contingent returns home for hugs, kisses duty; (The Chronicle-Herald)

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First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.07.10

SECTION: NovaScotia PAGE: A4 BYLINE: Larry Powell PHOTO: Larry Powell

ILLUSTRATION: Warrant Officer Denis Gaudreault got a big hug from his eight-year-old son Alexandre after arriving home from the Middle East on Monday. Wife Brenda was happy to see him return from a six-month deployment with <14> <Wing> Greenwood's <Aurora> long-range patrol detachment.

HEADLINE: <Aurora> contingent returns home for hugs, kisses duty; Greenwood forces spent 6 months in Middle East fighting terrorism

Greenwood - About 80 members of <14> <Wing> Greenwood's CP-140 <Aurora> long-range patrol detachment arrived home Monday afternoon from six months of helping Canadian and coalition navy forces control shipping in the Persian Gulf and north Arabian Sea.

"We're very glad to be back but very proud of our accomplishments," Lt.-Col. John Mitchell said shortly after his plane landed on the hot Greenwood tarmac. "I think we did a good thing out there."

One of the people responsible for getting the planes in the air was Warrant Officer Denis Gaudreault, who scheduled the patrols and managed the crews. He has been on previous six-month deployments, several with NATO, but is always glad to get home.

"Six months is a long time," he said Monday after receiving hugs and kisses from eight-year-old son Alexandre and tearful wife Brenda. "You start counting down the days and look forward to coming back home."

But he doesn't downplay the role he and his <Aurora> colleagues played for half a year.

"It always makes you patriotic," he said. "You're always a little nervous but it's what you were trained to do."

Warrant Officer Gaudreault has some leave coming up and will spend a month this summer vacationing with his family.

"It's very hard to be separated from your loved ones," he said.

The Auroras conducted low-level patrols to spot and identify boats and ships and report to the navy. Suspect vessels were stopped and searched for arms and the presence of terrorists.

"We had a very high success rate," Lt.-Col. Mitchell said. "We were catching the guys (terrorists)."

The <Aurora> contingent under Lt.-Col. Mitchell numbered 200 when troops left in late December and early January to help in the U.S.-led fight against terrorism.

As the Canadian presence in the sweltering Middle East grew under the umbrella of Canada's national support unit, Greenwood personnel not directly involved in flying or maintaining the Auroras were

Aurora contingent returns home for hugs, kisses duty; (The Chronicle-Herald)

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seconded to other jobs, leaving Lt.-Col. Mitchell with about 100 under his command.

Lt.-Col. Mitchell said his people stood up well to the harsh and hot environment.

"Morale was outstanding the whole time and our people were professional and very motivated," he said.

Lt.-Col. Mitchell said his crews were not in any imminent danger and were never fired upon. But he said other aircraft in the area with equipment to detect hostile missile-targeting radar had confirmed being targeted but not shot at.

"There's a lot of posturing going on over there," he said.

In six months, <Aurora> crews flew 164 missions totalling 1,410 flying hours and compiled a 95.9 per cent mission completion rate.

Lt.-Col. Mitchell said that when the <Aurora> crews learned that four Canadian ground troops had been killed by an American bomb in Afghanistan they were understandably upset.

"It was a shocking accident that you don't want to happen to anyone," he said. "Of course, we had a memorial service for them."

First hit - Premier mot clé

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Tainted soil or groundwater found at many federal sites (The Chronicle-Herald)

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First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.07.12

SECTION: NovaScotia **PAGE:** A1 **BYLINE:** Chad Lucas

HEADLINE: Tainted soil or groundwater found at many federal sites

Many of Nova Scotia's national parks and military facilities have contaminated sections of soil or groundwater, a federal government Web site shows.

The Treasury Board Web site lists 78 federal properties in the province, from <12> <Wing> <Shearwater> to Cape Breton Highlands National Park, that have areas of potentially hazardous contamination.

Most of the contamination stems from petroleum hydrocarbons and polycyclic aromatic hydrocarbons - byproducts of fossil fuels such as oil and coal - and heavy metals. Some PAHs can cause cancer.

The <Shearwater> airbase has the most contaminated sites with 42. The <CFB> Halifax dockyard has 31 contaminated sites, and the military supply depot on Magazine Hill has 28. <14> <Wing> <Greenwood> has 20 contaminated sites.

Seven tainted sites were also found near military living accommodations at Shannon Park in Dartmouth.

While the list of contaminated sites has recently been made public, the military has been dealing with the problem since the mid-1990s, said Carol Lee Giffin, an environment officer with the navy.

At <Shearwater>, all but four of the 42 sites have been treated or contained, she said. Two are under investigation, while two are being "remediated," which usually involves soil being excavated and taken to a disposal facility for treatment.

"Everything was addressed placing utmost priority on human health and safety," Ms. Giffin said.

The remaining sites don't pose a health risk to people working there, she said.

"The only way it would affect people on the base is if they were eating the soil," she said.

Ms. Giffin said she wasn't sure exactly where the contaminated sites were located in Shannon Park, but the sites are being managed so that people aren't exposed to contaminants.

"There's nothing there that would present a concern to residents if there are residents in the area," she said.

Most of the contaminated areas are places where fuel was stored, used or transferred, Ms. Giffin said.

Many of Nova Scotia's national parks are also affected by contaminants. Cape Breton Highlands National Park has eight contaminated sites, while the Fortress of Louisbourg has four. Fort Anne,

Tainted soil or groundwater found at many federal sites (The Chronicle-Herald)

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Fort McNab and Grand Pre each has one tainted site.

Martin Willison, a conservation biologist at Dalhousie University, called the findings a "good news-bad news" scenario.

"To find (parks) in this list is a bit of a shock at first," he said.

But it's good the government has made the list public, he said.

"At least they're fessing up to the fact that the national parks aren't in pristine, ideal condition."

The Web site lists 1,224 contaminated federal sites across the country. Only Quebec, Ontario and British Columbia have more sites than this province. Manitoba has the same number.

The federal government spends about \$100 million a year cleaning up contaminated sites, Treasury Board spokesman Dan Kingsbury said.

The complete list of sites is available at

<http://www.tbs-sct.gc.ca/dfrp-rbif/cs-sc/> on the Internet.

First hit - Premier mot clé

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In Excelsis Vincimus – “We Conquer in the Heights”

by Lieutenant Yvonne Pritchett

Nestled in the heart of the Annapolis Valley at 14 Wing Greenwood, NS, 434 Sqn has enjoyed a varied and exciting history. From its beginnings in England as part of No. 6 Bomber Group in 1943 to present day, it has seen numerous changes in structure, role, aircraft type, and location.

The air force said good-bye to 434 Sqn at Greenwood during the weekend of March 22nd-24th 2002. The squadron stood down, retiring the CT/CE-133 Silver Star fleet from the Canadian Forces inventory. The aircraft, of which 10 were located at 434 Sqn, were the oldest in the military fleets and had been in service for nearly 50 years.

In order to ensure the air force can continue to achieve Canada's defence objectives, it must focus on maintaining a combat-capable, multi-purpose fleet of aircraft. The removal from service of the CT/CE-133 Silver Stars will help the air force to increase investment in capital acquisition programs such as maritime helicopter replacement and upgrades to the Aurora and CF-18 fleets.

The 14 Wing parade, which took place March 24th, was attended by the lieutenant governor of Nova Scotia, the Hon Myra Freeman, His Royal Highness Prince Michael of Kent, the chief of the air staff, LGen Lloyd Campbell, and the vice

In Excelsis Vincimus – « Nous vaincrons dans les hauteurs »

par le lieutenant Yvonne Pritchett

Niché au cœur de la vallée de l'Annapolis, au sein de la 14 Escadre Greenwood, le 434 Escadron jouit d'une histoire riche en événements. Depuis ses débuts en 1943, où il faisait partie du 6^e Groupe de bombardement, jusqu'à ce jour, sa structure, son rôle et son domicile ont changé à maintes reprises, tout comme les types d'appareils qu'il a pilotés.

Au cours de la fin de semaine du 22 au 24 mars, la Force aérienne a fait ses adieux au 434 Escadron, à Greenwood (Nouvelle-Écosse). L'Escadron a été démantelé et la flotte de CT/CE-133 Silver Star a été retirée de l'inventaire de la Force aérienne. En service depuis près de 50 ans, ces appareils, dont 10 étaient affectés au 434 Escadron, étaient les plus anciens de la flotte de la Force aérienne.

Pour que la Force aérienne puisse continuer à remplir les engagements du Canada en matière de défense, elle doit axer ses efforts sur le maintien d'une flotte d'appareils polyvalents et aptes au combat. Le retrait du service des CT/CE-133 Silver Star lui permettra d'investir davantage dans ses programmes d'acquisition d'immobilisations, par exemple de remplacer ses hélicoptères maritimes et de moderniser ses flottes d'appareils Aurora et CF-18.

C'est le 24 mars dernier que le défilé d'adieu a eu lieu à 14e Escadre. La lieutenant-gouverneure de la Nouvelle-Écosse, l'honorable Myra Freeman, Son Altesse Royale le Prince Michael de Kent, le Vice-chef d'état-major de la Défense, le lieutenant-général George Macdonald, et le Chef d'état-major de la Force aérienne, le lieutenant-général Lloyd Campbell, étaient présents. Au cours de la fin de semaine, plus de 500 personnes ont assisté aux activités de retrouvailles et ont profité de l'occasion pour renouer avec de vieilles connaissances, évoquer des souvenirs du passé et faire leurs adieux à l'Escadron. Au cours de l'existence de l'Escadron, ses membres ont piloté des Halifax, des Lancaster, des F86 Sabre, des CF104, des CF5, des Challenger, et dans les derniers temps, des T-33.



434 Sqn crews in snow after final fly-past on March 23rd 2002.

Dans la neige après leurs dernier vol, l'équipe de 434e Escadron en le 23 mars 2002.



chief of defence staff, LGen George Macdonald. More than 500 people attended the reunion activities to bid farewell to the squadron.

434 Sqn flew Halifax and Lancaster bombers during WW II, F-86 Sabres, CF-104 Starfighters, CF-5 Freedom Fighters, and Challengers during the Cold War, and most recently the T-33 aircraft.

Even now, despite the closure, the squadron prefers to think of it as the end of an era. This feeling is so prevalent that even the commander of 14 Wing, Col G.M.A. Morey in his address to the close-out parade stated, "I'd like to think, that like the majestic schooner that you [the squadron] have come to be named after, you aren't disappearing but simply going in for another re-fit."

During the parade the stands emptied as LCol John Turner, commanding officer of 434 gave the command for all former 434 Sqn members to fall-in behind the two flights for a final march past. As the members filed past I was reminded of the WW II 434 Sqn veteran I had spoken to the day before. Reminiscing of WW II he said, "I shouldn't be here... only by the grace of God." An air gunner by training, his experiences had been difficult, at best.

Right to the end, the squadron displayed the steadfastness that it is so well-known for. Operating the aircraft that holds the longest service record in the Canadian air force, the T-33s were operated efficiently and effectively, fulfilling the combat support role for the Canadian Forces. Even in their last week of operation, all T-33s were serviceable and ready for flight, a testament to the aircraft's venerability.

On the day of the final fly-past, March 23rd, the weather forecast was for snow and freezing rain. This flight was a tribute to the current and ex-members of the squadron, for those who had given their lives, and service, to the Canadian Forces.

At the end of the fly-past the spectators listened attentively for the announcement that the crews had landed. Visibility was so low that no one could see the aircraft land on the strip just 350 metres from the hangar. As the crews de-planed the snow came down in clumps and was hurled horizontally. Only in the Maritimes and only by a maritime squadron!! This occasion marked the end for the "Bluenosers," as the members of 434 Sqn have been known since WW II. ☺

(Ed note: Lt Pritchett is an air reserve public affairs officer based in St John's, Nfld.)

Même si l'Escadron prend sa retraite, ses membres préfèrent plutôt croire que c'est la fin d'une époque. Cette impression est tellement répandue que même le commandant de la 14^e Escadre, le colonel G.M.A. Morey, a dit dans l'allocution qu'il a prononcée lors du défilé de clôture : « J'ose croire qu'à l'exemple du majestueux Schooner dont vous [l'Escadron] portez le nom, vous ne disparaîsez pas, mais que vous subissez tout simplement une autre restructuration. »

Au moment venu, les stands se sont vidés lorsque le commandant du 434^e Escadron, le lieutenant-colonel John Turner, a ordonné à tous les anciens membres du 434^e Escadron de former deux escadrilles pour le dernier défilé. La fierté et l'esprit de corps se lisaient dans leurs yeux pétillants et leur fière allure.

Pendant le défilé, je me suis rappelé l'ancien membre du 434^e Escadron, à qui j'avais parlé la veille et qui m'avait raconté des histoires de la Deuxième Guerre mondiale. Avant de me quitter, il m'avait dit : « J'ai de la chance d'être encore de ce monde aujourd'hui ... c'est grâce au ciel. ». Mitrailleur de métier, il a côtoyé le danger, c'est le moins qu'on puisse dire. Depuis ses débuts en 1943, le 434^e Escadron a toujours su surmonter les obstacles avec fierté et élégance.

D'une génération à l'autre, les membres du 434^e Escadron ont perpétué leur sens du devoir et leur courage. Même si l'Escadron a été démantelé à trois reprises, il a toujours persévéré.

Jusqu'à sa fin, l'Escadron a été un exemple de ténacité et de détermination. Aux commandes d'appareils détenant les plus longs états de service dans la Force aérienne du Canada, les membres de l'Escadron ont toujours rempli efficacement leur rôle de soutien du combat pour l'ensemble des Forces canadiennes. Même au cours de la dernière semaine de service, tous les T-33 étaient opérationnels et prêts à servir, ce qui témoigne bien de la noblesse de l'appareil.

Le jour du dernier défilé, le 23 mars, les prévisions météorologiques n'étaient pas bonnes. On prévoyait de la neige et de la pluie verglaçante. Le défilé aérien visait à rendre hommage aux membres, actuels et anciens, de l'Escadron, à ceux qui ont donné leur vie et des années de service pour les Forces canadiennes.

À la fin du défilé aérien, les spectateurs étaient à l'écoute pour savoir si les appareils avaient réussi à se poser. La visibilité était tellement mauvaise qu'on ne pouvait voir les appareils atterrir sur la piste, qui pourtant n'était qu'à quelque 350 mètres du hangar. Au moment où les membres d'équipage posaient le pied à terre, la neige s'est mise de la partie et en peu de temps le sol était recouvert d'un manteau blanc. Ces choses-là n'arrivent que dans les Maritimes et qu'aux escadrons des Maritimes. Cette cérémonie a marqué la fin du règne des « Bluenosers », comme on appelait affectueusement le 434^e Escadron depuis la Deuxième Guerre mondiale. ☺

(Le lieutenant Pritchett est un officier des Affaires publiques de St John's, Terre-Neuve.)

Base competition unfair - motel owner; 14 Wing Greenwood (The Chronicle-Herald)

Page 1 of 2

PUBLICATION : The Chronicle-Herald

DATE : 2002.07.22

SECTION: NovaScotia **PAGE**: A3

SOURCE: Valley Bureau **BYLINE**: Gordon Delaney

PHOTO: Gordon Delaney / Valley Bureau

ILLUSTRATION: Joan Dupree, owner of Mid-Valley Motel and Restaurant, says she can't compete with the local base where rooms are going for \$6-\$15 a night.

HEADLINE: Base competition unfair - motel owner; 14 Wing Greenwood accused of undercutting local businesses

Middleton - Joan Dupree has to do battle with a business competitor she never counted on - and a tough one at that.

The owner of the Mid-Valley Motel & But her business is being undercut by competition from 14 Wing Greenwood, a 15-minute drive east of here. The base is offering rooms for rent at anywhere from \$6 to \$15 a night.

Ms. Dupree is "frustrated and angry," and she's not the only one. Other business owners have complained that the air force base, the largest in Atlantic Canada, is also competing against them for diners, grocery buyers and even sporting and recreational facility users.

Ms. Dupree said she discovered recently that the base is renting rooms not just to military personnel, but to members of the public "at rates far below what any civilian operation could possibly offer."

"I have lost business to several sports tournaments, whose participants have opted to stay on base instead of local motels."

In 1999, the owner of the Excaliber fitness centre closed his doors, citing unfair competition from the base gym. The new owner, Jamie Peppard, is facing the same problem.

The Annapolis mess hall, a facility built on the base in the 1990s, can be rented out by any civilian who wants it, at a lower rate than from the private sector.

"This has affected local volunteer fire (departments), service clubs and (Royal Canadian) legions, who all rely on facility rentals and catering dinners to continue their work in the community," said Ms. Dupree.

She said even the Canex grocery store, which offers subsidized prices for military families, is allowing members of the general public to shop there. "Many civilians brag about the cheap items they purchase on base."

Ms. Dupree said she recently learned the base was not charging HST on its room rentals.

"If I didn't pay HST on my rooms, I think I can predict what the Canada Customs and Revenue Agency would have to say about that."

She added that she has "absolutely no problem with members of the military having access to cheap

gym memberships, reduced-rate groceries . . . and other benefits offered on the base."

But civilians should have to pay the going rates of local businesses. The base, paid for by Canadian taxpayers, is "competing with local businesses who can't possibly match their rates."

Local politicians - including federal Fisheries Minister Robert Thibault, Kings-Hants MP Scott Brison and Annapolis MLA Frank Chipman - have complained about the unfair playing field local businesses face.

A Greenwood spokesperson could not be reached, but Defence Minister John McCallum has defended the base's actions in a letter to Mr. Thibault.

In his June 18 letter, Mr. McCallum said the base offers accommodations to sports groups who can't afford to stay in motels and eat in restaurants. Although the fees are lower than those of commercial businesses, the rooms are not as nice, he added.

"Furthermore, the use of accommodations at 14 Wing Greenwood for worthwhile community events maximizes the benefit accrued for taxpayers' dollars."

Mr. McCallum said the base would be "remiss if it were to isolate itself from the local community."

Lori Errington, former editor of the Middleton Mirror-Examiner, said even the local weekly newspaper is losing valuable advertising dollars "by the cartload" to the base paper, the Aurora, which offers substantially lower rates.

Now a researcher with the provincial NDP, Ms. Errington said "the base's actions are undermining the ability of local businesses to survive."

Demolished PMQs could have housed seniors, needy families

By WENDY ELLIOTT
Kings County

Over 200 Permanent Married Quarters (PMQs) located at CFB Greenwood have been demolished since the downsizing of the Canadian military in the mid-1990s. According to Lt. Nicole Meszaros, there are 863 PMQs still standing at Greenwood. Many consist of row housing.

The Inter-Church Housing Society was one agency that attempted to keep some of the demolished houses up and make them available for social housing, but failed.

"It is an issue. Most people don't even realize that there is a shortage of adequate housing in the area," said president Ann Cameron. She said the waiting list is about three years long.

The Annapolis Valley is short 500 housing units. Gordon MacPherson, who heads up the housing services division at the department of community services office in Middleton, has a waiting list with hundreds of names seeking seniors or family housing.

MacPherson said his staff attempted a year ago to obtain some of the PMQs because of their obvious usefulness. "They are close to the mall, on bus routes and near sidewalks," he noted, "but we were unsuccessful."

According to MacPherson, it was not practical to move the row houses. "We wrote the minister (of defense) and asked him to reconsider the demolition, but they decided to go ahead."

Kings-Hants MP Scott Brison contacted former defense minister Art Eggleton this spring on behalf of Interchurch con-

cerning 97 of the residential units located in Clements Park and requested they not be demolished.

The new minister, John McCallum, wrote Brison in July, saying his department had decided to retain the lands on which the houses are located "to meet future military requirements."

Offering the units alone to housing agencies, McCallum noted, demonstrated clear support for the federal government homelessness program and other related initiatives.

The minister failed to suggest how row housing could be effectively relocated.

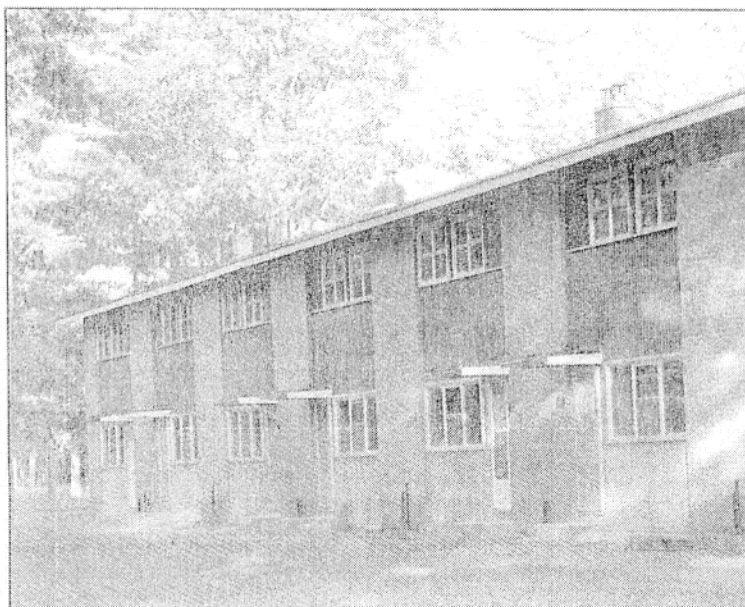
Brison commented afterward, "they flubbed on this one. It's only commonsensical." He said the federal government's commitment to fight homelessness is hardly as apparent "as it would like people to believe."

With the downsizing of the military, Brison said this was clearly a golden opportunity to allow those on the waiting list, at least, to rent the PMQs. He added that the Interchurch group had demonstrated tremendous interest and compassion.

Cameron said her board found the whole experience of talking to DND frustrating. "These residences belong to the people of Canada. We have homeless people who can't cope with mortgage rates as high as they are. Don't they deserve an adequate life?"

Interchurch, who was notified by community services staff about the projected demolitions, found themselves as just another agency without the resources to help.

"You can't move them," Cameron said. "It's not feasible." She pointed



These PMQs at CFB Greenwood are sitting empty currently. They are part of the fallout Canadian military, but some critics say they could be occupied.



Scott Brison

out that when other bases like Cornwallis and Chatham were shut down, people were able to buy housing at reasonable prices. But Greenwood was only downsizing.

"That's the real issue. We could have taken on a 100-year lease, so that DND could keep the land if they were to expand. That wasn't an option. It was move or demolish. What does anybody gain that way - bare land," Cameron stated.

"If people were valued, they would have an opportunity at least to access affordable, safe housing. They deserve that much and there are so many waiting," she said.

Cameron went on to note that she planned to discuss the demolitions with clergy in the area, adding, "it's difficult to get the department of defense to talk sense."

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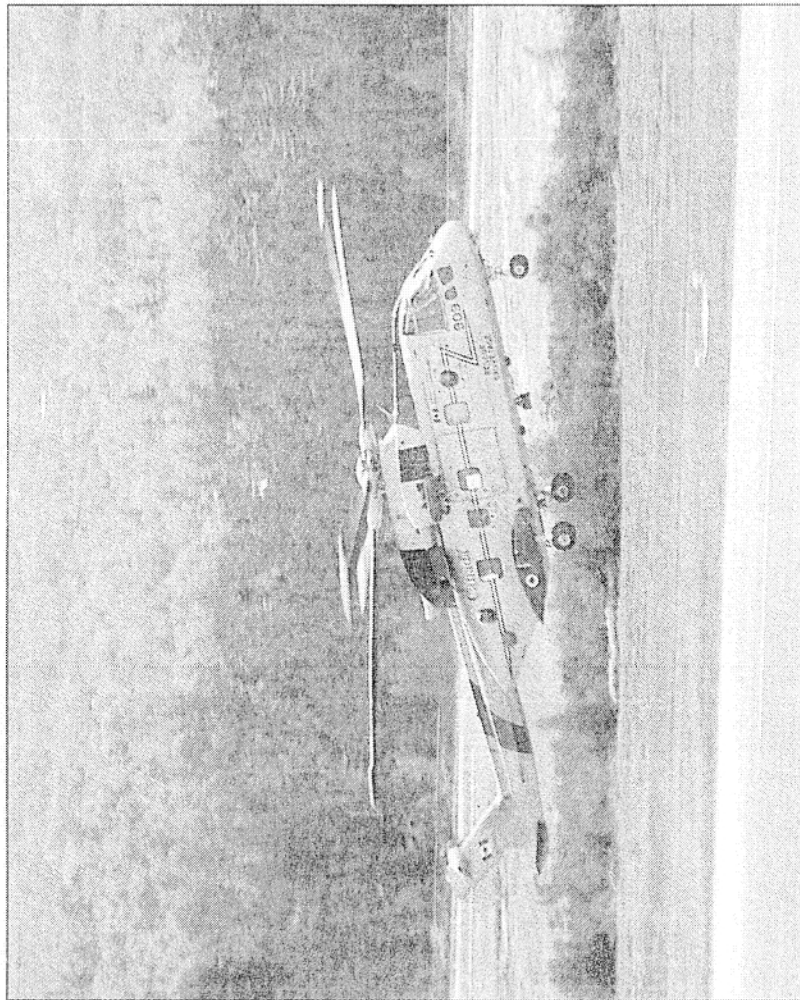


New search and rescue helicopter arrives at 14 Wing Greenwood

The first of 14 Wing's four new Search and Rescue (SAR) Helicopters, the CH-149 Cormorant arrived in Greenwood on the 24th of August as a replacement for the CH-113 Labrador helicopter. It is expected that the next two Cormorants will arrive at 14 Wing in mid-to late October this year with the final arriving within the next year.

The new helicopter will be flown by crews from 413 Transport and Rescue Squadron, and will be used for SAR missions. The Squadron itself is the primary air search and rescue unit on Canada's East Coast, responsible for an extensive area of 1.8 million square miles. The Cormorant, with its three engines, long-range capability, and its ice protection system, combined with its ability to withstand high winds, make it ideal for the East Coast's demanding geography and climate. The helicopter is a modern capable helicopter that will improve the Squadron's SAR capabilities.

The Cormorant replaces the Labrador helicopter, which has been serving Canadians well for nearly 40 years, and in that time has been responsible for saving the lives of many. The Labrador is a great



The first new search and rescue helicopters, the Cormorant, arrived at 14 Wing, Greenwood recently. The Cormorant will replace the aging Labrador helicopter.

aircraft, and in its day, copter which will assist and to this day, was and Canadian Force's (CF) members approximately April, missions. Now, it is in performing the vital SAR role. The CF's SAR assets being replaced with a SAR role. At 14 Wing, the state-of-the-art heli-

Programming benefits special needs and tradition students

Obituary

COOK, Helen Dora - to Middle 77, Wolfville, passed away Aug. 22, 2002, in Soldiers Memorial Hospital, Middleton. Born in Upper Economy, she was a daughter of the late Robert and Dora Langille. Helen was a member of the Royal Canadian Legion, Wolfville Branch 74; member of St. John's Anglican Church, Wolfville; also a member of the St. John's Anglican Church choir for 20 years. She is survived by daughters, Juanita Pierce, Kingston; Teresa Cook, Moncton; Moncton, N.N.; son, Robert "Bob" (Marlene), Wolfville; grandchild, Kevin Pierce, British Columbia; Joe and Sharon Pierce, Kingston; John and Paula Cook, Moncton, N.B.; Trina and Danielle Cook, Wolfville; also three great-grandchildren. She was preceded by husband, Walter; brother, Ernest; sister, Florence; son-in-law, Allen Pierce. The funeral service was held Aug. 26 in the funeral home chapel, Rev. Cathy Lee Cunningham officiated. Interment was in Willowbank Cemetery, Wolfville. Donations may be made in Helen's name to the Royal Canadian Legion, Wolfville Branch 74, Canadian

RMC service for slain cadet (The Kingston Whig-Standard)

Page 1 of 1

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : The Kingston Whig-Standard

DATE : 2002.09.06

EDITION : Final

SECTION: Community PAGE: 5

SOURCE: The Kingston Whig-Standard HEADLINE: RMC service for slain cadet

A memorial service for a Royal Military College cadet who died in a car crash on Canada Day will be held tomorrow.

Officer Cadet Danny Bauer was killed in the early hours of July 1 in a single-vehicle accident in Nova Scotia's Annapolis Valley. He was en route to a summer job as an air-traffic controller in training at <Canadian> <Forces> <Base> <Greenwood>.

Padres Christopher Ryan and Swavek Gorniak will lead the service, scheduled for 10 a.m. in Currie Hall.

Prior to the service, officer cadets will form a corridor outside the hall and follow Bauer's mother, Karen Bauer-Ramsey, and Jean Leclerk, commandant of RMC, into the hall.

First hit - Premier mot clé

BACK \ RETOUR

Greenwood prepares to tackle spill (The Chronicle-Herald)

Page 1 of 1

PUBLICATION : The Chronicle-Herald

DATE : 2002.09.28

SECTION: NovaScotia **PAGE**: A4

SOURCE: Valley Bureau **BYLINE**: Gordon Delaney

HEADLINE: Greenwood prepares to tackle spill

Greenwood - Officials at Atlantic Canada's largest air force base are preparing to clean part of a storm sewer after a spill of lead-laced water into the Annapolis River last month.

Engineers spent Friday isolating the section to be cleaned, engineering and environment officials from 14 Wing Greenwood said Friday.

"Once isolated, the affected portion of the storm water system will be cleaned to remove all possible sediment," said 14 Wing environmental officer Geoff Mercer.

"Waste material and water will be collected, tested and disposed of in accordance with federal regulations and guidelines."

The accident happened in early August when a contractor was removing lead-based paint from a hangar roof. The run-off was supposed to be collected in a tanker truck but some of it entered the storm sewer, which empties into a bog that drains into the Annapolis River, the western Annapolis Valley's main waterway.

Bog water tested after the spill showed lead levels slightly above Environment Canada guidelines.

Results from later tests, received last Wednesday, showed elevated lead levels in the Annapolis River.

Mr. Mercer said the concentration is within safe levels for drinking water.

Once the contamination was detected, the base took measures to prevent the lead from getting into local waterways. It also implemented a stringent monitoring program, Mr. Mercer said.

Star The Chronicle-Herald

22 Oct 02

NOVA SCOTIA



Ian Fairclough/Valley Bureau

Gov. Gen. Adrienne Clarkson and Cy Dunbar of the Air Crew Memorial Association unveil the new Air Crew Memorial on Monday at 14 Wing Greenwood.

Clarkson to visit families of slain soldiers

Governor General kicks off week-long visit, dedicating statue in Greenwood

By Ian Fairclough
 Valley Bureau

Greenwood

Gov. Gen. Adrienne Clarkson's week-long stay in the province will include visits to relatives of two Nova Scotians killed in Afghanistan during a friendly-fire incident in April.

After a ceremony to unveil an aircrew memorial at 14 Wing Greenwood on Monday afternoon, the governor general said calling on the families of Pte. Richard Green of Mill Cove and Pte. Nathan Smith of Ostrea Lake was always on her agenda.

The two soldiers, along with Sgt. Marc Leger of Edmonton and Cpl. Ainsworth Dyer of Toronto, were killed when an

American fighter pilot dropped a laser-guided bomb in their midst.

Ms. Clarkson said it was important to talk to the families again.

"I spoke to them on the phone when their sons died and saw them again at the memorial service in Edmonton. ... I said all along I would come see them when I was here."

Ms. Clarkson kicked off her tour in Greenwood by helping unveil the memorial statue to honour Canadians who have served their country as aircrew.

A few hundred people, including veterans and current members of the Armed Forces, braved cold temperatures and biting winds for the ceremony at 14 Wing Greenwood.

The aircrew memorial, commissioned by a committee of the western Nova Scotia branch of the Aircrew Association, is a 1.8-metre bronze statue of a Second World War aircrew member. It was sculpted by Peter Bustin, who also created the sailor monument in Halifax.

The \$70,000 cost of the project was met primarily through private donations.

"We are here today to unveil a monument and pay tribute to all aircrew," Ms. Clarkson said.

"But we must remember particularly that Canadian aircrews perished in the European, Atlantic and the Far East theatres. ... Only through the erection of such memorials as this, which is a physical reminder to us, can we keep the memory alive of all who gave of themselves so that we could live in freedom."

Ron Gaudet of Yarmouth, who flew Spitfire and Hurricane

fighters during the Second World War, said he hopes people will come to see the memorial and think of those who flew for Canada.

The memorial should give current members of the air force a link to their past, said Mr. Gaudet, who was never shot down during four years in the skies over Europe and Africa.

"I came close a few times, but I did the right thing at the right moment and survived."

The governor general's tour of the Annapolis Valley, South Shore and Halifax continues today with a visit to Wolfville.

There, she will present the Caring Canadian Award to two people and the Exemplary Service Medal to 17 members of the fire service.

Later, she will visit the Pearson Peacekeeping Centre at Cornwallis Park.

ifairclough@herald.ns.ca

Greenwood squadron takes pause in operations

By Patricia Brooks
Staff Reporter

The air crews of 413 Squadron in Greenwood are temporarily being kept out of the sky.

The crews will be involved in what the military calls an operational pause to allow them to catch up with their administrative paperwork and spend time on ground training.

"If a major search and rescue were to be launched, then they are able to fly—they are good to go," Lieut. Nicole Meszaros, spokeswoman for 14 Wing Greenwood, said Wednesday.

"If they were grounded, they could not."

The squadron has about 200 members, many of whom are maintenance technicians. The operational pause affects only the air crews, who work with Labrador helicopters and Hercules aircraft in transport and search-and-rescue operations along the East Coast.

The training does not involve new aircraft and is just a continuation of past training, Lieut. Meszaros said.

"It is possible that this (operational pause) has happened before but I can't recall that myself," she said.

It doesn't mean the East Coast will be without search-and-rescue services. Crews from Winnipeg, Trenton, Ont., and 12 Wing Shearwater will move to the base until training is completed, Lieut. Meszaros said.

Training for Labrador crews is expected to be completed by Saturday, she said. Hercules crews are expected to be back in the air by sometime next week.

pbrooks@herald.ns.ca

Free vote on smoke law gets another Tory backer

Another Tory MLA is calling for a free vote on the province's proposed anti-smoking legislation.



Cumberland South MLA Murray Scott, who is also the Speaker, said members shouldn't have to follow party lines on the Smoke-free Places Act because it isn't a money bill.

The act would ban smoking in most public places, but allow smoking in enclosed, separately ventilated areas in restaurants and bars.

Sackville-Beaver Bank member Barry Barnett said Friday he'll propose an amendment to the bill for a complete ban on smoking in public places or vote against it. On Monday, Brooke Taylor of Colchester-Musquodoboit Valley said he thinks Tories should be able to vote as they wish, even if they disagree.

Hamm promised in the 1999 election that he would give members more freedom on non-monetary votes. He has refused to say if he'll allow a free vote on this bill. Taylor said it was implied in caucus that all Tory members should vote for the bill. — CP

N.B. more vital than Texas, critics say

The province blew a chance to represent Nova Scotia's interest at an energy conference in Saint John, N.B., the opposition Liberals charged yesterday. Premier John Hamm and Petroleum Minister Gordon Balsear are in Halifax while Eastern Canadian premiers and New England governors meet to talk about energy needs. Federal Natural Resources Minister Herb Dhaliwal, the U.S. ambassador to Canada and a number of oil industry executives are also there.

Liberal energy critic Manning MacDonald said Nova Scotia should have sent top-level politicians instead of petroleum directorate bureaucrats for talks about the future of Nova Scotia gas. Last week, both Hamm and Balsear, accompanied by 14 civil servants, went on a "vacation in the sun" at a Houston petroleum conference.

Liberal Leader Danny Graham said discussing the future of our gas is more urgent than anything that happened in Texas. — Staff

Greenwood aircrews on 'pause'

The aircrews responsible for search and rescue missions over Atlantic Canada are keeping their feet on the ground for a few days. CFB Greenwood's 413 Transport and Rescue Squadron's pilots and aircrews have been ordered to take some time to complete paperwork needed to certify them for the air.

The military has called to Greenwood aircrews from squadrons across Canada to stand by for emergency missions. "They are not grounded," said squadron spokeswoman Lieut. Nicole Meszaros. "We are calling it an operational pause."

If the crews are needed for a major emergency, Meszaros said they would be cleared to fly. The air force expects the Labrador helicopter crews to be cleared for flight operations by the weekend. Hercules crews will be flight-ready next week. — Staff

Crack-binge attack man sentenced

A man convicted of assaulting a neighbour with a paring knife will be spending a lot of time at home this year. Yesterday at Nova Scotia Supreme Court, Justice Peter Richard gave Christopher Warren White a 12-month conditional sentence for assaulting Constance Isaacs. Most of it will be spent under house arrest or curfew. After that, White will spend a year on probation.

A 41-year-old grandfather, White had been on a day-long crack binge with Isaacs on Sept. 22, 2000. Both were living in a Portland Street, Dartmouth, rooming house. Richard convicted White after a trial that ended Jan. 4. — Staff

Down on the farm on the way down

Atlantic Canada reported just 9,445 farms in the 2001 census of agriculture, a 12.7 per cent drop in five years, Statistics Canada reported yesterday. The region accounts for only about four per cent of Canada's 246,923 farms. Nova Scotia was down 11.9 per cent to 3,923.

Cattle farms are the most common type in the region, followed by fruit and dairy. The most common fruit grown in Nova Scotia was blueberries. — CP

The Regional

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A supplement to The Kentville Advertiser, The Berwick Register, The Hants Journal, The Mirror Examiner, The Annapolis Spectator, The Bridgetown Monitor and The Digby Courier

Clarkson unveils Air Crew Memorial

By STACEY CAMPBELL
Greenwood

A statue of a military flyer striding to duty was formally introduced at CFB Greenwood on Oct. 21 by Canada's Governor General, Adrienne Clarkson.

"I am happy to unveil the Air Crew Memorial dedicated to all Canadian Air Crew who served in uniform, whether Canada's or that of an allied country since the First World War to the present day," Clarkson said. "Only through the erection of



By STACEY CAMPBELL
Greenwood

A statue of a military flyer striding to duty was formally introduced at CFB Greenwood on Oct. 21 by Canada's Governor General, Adrienne Clarkson.

"I am happy to unveil the Air Crew Memorial dedicated to all Canadian Air Crew who served in uniform, whether Canada's or that of an allied country since the First World War to the present day," Clarkson said. "Only through the erection of such memorials as this, which is a physical reminder, can we keep the memory alive of all those who gave of themselves so that we could live in freedom."

Dignitaries, service people, both active and retired, and members of the public gathered in a park near the base's main gate to participate in the ceremony. The crowd of several hundred shivered in a bitter



Governor General Adrienne Clarkson arrives at 14 Wing Greenwood with her husband John Ralston Saul on October 21 for the unveiling of the Aircrew Memorial Statue. The statue honoring Canadian military flyers is now on permanent display at the base. The ceremonial unveiling was part of celebrations marking the 60th anniversary of the military base. (Campbell)

wind as Clarkson from the shoulders of the flight-suited figure. spoke. An Aurora patrol aircraft roared overhead through a cloudy sky and a military band played as the cloth fell

as Clarkson from the shoulders of the flight-suited figure. spoke. An Aurora patrol aircraft roared overhead through a cloudy sky and a military band played as the cloth fell

One of the most
See MEMORIAL, Page 2

Memorial: new addition

From Page 1

Germany and German occupied Europe," Clarkson said.

While Clarkson spoke specifically of the experience of Canadian air crew in combat over Europe she also noted their involvement in many other battles.

"As we approach Remembrance Day we must remember them and their sacrifices," she urged.

The Western Nova Scotia Branch of the Air Crew Memorial Association commissioned the Air Crew Memorial statue from Halifax sculptor Peter Bustin. The \$70,000 cost was raised mainly through public donations.

The unveiling of the statue coincided with Greenwood's 60th anniversary. The base began operation in October 1942 as part of the British Commonwealth Air Training Plan. That plan produced 131,553 pilots, wireless operators, air gunners, and navigators, during WW II at air bases



Canada's governor general watches as a special memorial is unveiled in Greenwood. (Campbell)

across Canada who then served in various Allied air forces.

Clarkson's visit to Greenwood was the first of a number of activities for her while in Nova Scotia for a week. She also visited the families of Pte. Richard Green of

Mill Cove and Pte. Nathan Smith of Ostrea Lake. The Nova Scotians were among four Canadian soldiers killed in Afghanistan by a misdirected American bomb. Clarkson also went to see the Pearson Peacekeeping Center at Cornwallis Park.

DAILY NEWS

canada.com/halifax/dailynews November 3, 2002 Vol. 30 No. 42 Halifax

Group of Seven at AGNS 23

New chopper, old troubles

Capt. Jacques Peirier stands in front of one of CFB Greenwood's new Cormorant search-and-rescue helicopters, which will replace the aging Landreault. Yesterday's unveiling wasn't flawless, though. Another new Cormorant meant to take family and media on a short flight had to be grounded because of mechanical troubles.



PHOTO: KEITH BONNELL

Local & Long Distance

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New choppers' debut gets off to shaky start

But pilots consider Cormorants safer than old Labradors

By KEITH BONNELL
The Daily News

The Greenwood military base unveiled its new CH-149 Cormorant helicopter to the public and media yesterday, but the ceremony didn't get off to the flying start officials had hoped for.

In fact, one of the new search-and-rescue helicopters didn't get off the ground at all.

High-ranking military brass and media were left waiting, and eventually told that a planned demonstration flight would not take place. One of the deluxe helicopters had apparently begun to shake as it was being warmed up.

No cause was immediately known, but the shaking was enough to scrap the demonstration.

"This is life, being in the airforce," said Lieut. Col. Charlie Cue, the squadron's transport and rescue commander. "Sometimes you turn the key in the car, and something doesn't work."

Despite the technical glitches, the official arrival ceremony for CFB Greenwood's first of four Cormorants showcased an impressive new military bird.

The Cormorant that failed to take off was not Greenwood's new aircraft, but another one on loan from CFB Gander.

Sitting in a hangar next to one of the 40-year-old Labrador helicopters it's meant to replace, Greenwood's Cormorant was opened for spectators to view.

"It's a very smooth aircraft," said Capt. Jacques Poirier.

The 22-metre aircraft, which can fit about 17 people, is billed as safer and more advanced than the Labradors.

A third engine in the Cormorant means that if one engine fails, the helicopter still won't need to make an immediate landing.

Poirier, the base's most experienced Cormorant pilot, flew one of the helicopters over from Italy, where officers have been getting basic training on the aircraft. Specialized search-and-rescue training is being done in British Columbia.

14 Wing Greenwood responds to distress calls from southern Nova Scotia to as far north as Baffin Island, and west to Quebec City, an area of 4.6 million square kilometres.

Capt. Colin Duncan has spent the last 10 years piloting Labradors.

The choppers have become less and less



Capt. Jacques Poirier sits in the cockpit of the Cormorant Helicopter 909 yesterday.

reliable in recent years. In 1996, six Labrador crew members from Greenwood's 413 Squadron were killed in a routine search-and-rescue mission in Quebec.

Duncan admitted his wife and two sons feel more confident now that he'll be flying the more advanced Cormorant.

"They're pretty happy that we've got something that we all feel is generally safer."

Greenwood's next two Cormorants are scheduled to arrive in December. The base hopes to use them in search-and-rescue

missions by March.

The Cormorant program, which was undertaken in 1996, has a total price tag of about \$750 million.

The program was initially criticized because Prime Minister Jean Chretien cancelled a deal for similar helicopters to replace the military's Sea Kings shortly after he was elected in 1993. Ottawa paid a \$500-million cancellation fee to back out of that deal.

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Police search lake after man's body fou

By DAVID REDWOOD
The Daily News

RCMP divers probed a lake yesterday after a man was found dead, floating six metres from shore in Governor Lake, in Lakeside, near Halifax.

A local resident, believed to be living on

nearby Nicholson Drive, made the discovery at 7 a.m. yesterday.

"Foul play has not been ruled out," said Const. Peter Marshall, spokesman for the RCMP's Halifax detachment. "However, we have to wait for the autopsy results in order to determine what direction the investigation will take."

Police say the dead man was in his mid-30s, and had moved to the area only recently.

They will not disclose the identity of the victim until his family has been notified.

Neighbours expressed shock and surprise at the discovery, which prompted a po-

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SUNDAY, NOVEMBER 3, 2002

THE SUNDAY HERALD

NOVA SCOTIA A4-A6

BUSINESS A12-A1



Larry Powell

Lt.-Col. Charlie Cue, commander of 413 Transport and Rescue Squadron, stands in front of the Cormorant 909, the Canadian military's new search-and-rescue helicopter unveiled Saturday at 14 Wing Greenwood.

Cormorant lands

New rescue chopper 'a fun aircraft to fly'

By Larry Powell

Greenwood

The military's new search-and-rescue helicopters offer increased capability and improved safety, officers said as the first of four Cormorants was unveiled Saturday at 14 Wing Greenwood. "Bigger, faster, better" was how 413 Transport and Rescue Squadron commanding officer Lt.-Col. Charlie Cue described the Anglo-Italian aircraft with an increased flying range and more safety features than the two Labradors they're replacing. Two more Cormorants will arrive in December, and Lt.-Col.

aircraft to fly." Like his commander, he said the state-of-the-art computerized systems on the aircraft relieve a lot of the pilot's workload.

"It reminds you of why you wanted to fly in the first place," he said from the cockpit of the 909, the first of the base's new machines. "When you're in it and flying, it's just fun. There couldn't be a better job in the world."

The Cormorant, 4,500 kilograms heavier than the Labrador, has three engines and one main rotor, while the Labrador has two rotors and two engines. Lt.-Col. Cue said the new

maintain its position.

Part of the process of activating the Cormorants, built by Augustawestland, is certification of features such as the heated rotors. Before that approval, pilots can't activate the blades' heating system. The same goes for a fuel crossover system and temperature capabilities. Right now the Cormorant is permitted to fly in temperatures of -26 C, but pilots often fly at -50 C.

"Those issues have to be resolved in each country," said Jeremy Tracy, chief test pilot and director of operations for Team Cormorant, Augustaw-

lieves it was the best buy for Canada.

"There is no other helicopter of its capability in the world today," he said, adding that the climate and weather conditions in Eastern Canada were what the aircraft was designed for.

Air commander and honorary colonel Len Birchill, the Canadian pilot known as the Saviour of Ceylon for spotting the advancing Japanese fleet during the Second World War, was at 14 Wing Greenwood on Saturday.

"The Cormorant will have great big shoes to fill," he said in reference to the war chopper it's replacing.

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Larry Powell

Lt.-Col. Charlie Cue, commander of 413 Transport and Rescue Squadron, stands in front of the Cormorant 909, the Canadian military's new search-and-rescue helicopter unveiled Saturday at 14 Wing Greenwood.

Cormorant lands

New rescue chopper 'a fun aircraft to fly'

by Larry Powell

Greenwood

The military's new search-and-rescue helicopters offer increased capability and improved safety, officers said as the first of four Cormorants was unveiled Saturday at 14 Wing Greenwood.

"Bigger, faster, better" was how 413 Transport and Rescue Squadron commanding officer Lt.-Col. Charlie Cue described the Anglo-Italian aircraft with an increased flying range and more safety features than the two Labradors they're replacing.

Two more Cormorants will arrive in December, and Lt.-Col. Cue hopes to pick up the fourth and be operational with the new choppers by April.

Gander, with three Cormorants, hopes to be in operation by Christmas, and Trenton, Ont., by the end of June. Comox, with six of the new helicopters, is already operational.

"Everybody's excited," Lt.-Col. Cue said. "The Labradors have been flying for 40 years, and it takes a lot of maintenance to keep them going."

Capt. Colin Duncan, with about 60 hours in the pilot's seat, called the Cormorants "a fun

aircraft to fly." Like his commander, he said the state-of-the-art computerized systems on the aircraft relieve a lot of the pilot's workload.

"It reminds you of why you wanted to fly in the first place," he said from the cockpit of the 909, the first of the base's new machines. "When you're in it and flying, it's just fun. There couldn't be a better job in the world."

The Cormorant, 4,500 kilograms heavier than the Labrador, has three engines and one main rotor, while the Labrador has two rotors and two engines.

Lt.-Col. Cue said the new machines have a 403-kilometre range, while the Labrador's is 322 kilometres.

The new aircraft also has the option of using interior fuel bladders for even more range, has heated rotors to help prevent ice buildup, double external hoists, more space inside and better interior lighting.

A feature Capt. Duncan likes is the autopilot, which can be activated when the machine finds its target. The crew can take a GPS reading and activate the autopilot, and the chopper will turn into the wind and

maintain its position.

Part of the process of activating the Cormorants, built by Augustawestland, is certification of features such as the heated rotors. Before that approval, pilots can't activate the blades' heating system. The same goes for a fuel crossover system and temperature capabilities. Right now the Cormorant is permitted to fly in temperatures of -26 C, but pilots often fly at -50 C.

"Those issues have to be resolved in each country," said Jeremy Tracy, chief test pilot and director of operations for Team Cormorant, Augustawestland's Canadian arm.

"It's a case now of supplying information to the Department of Technical Airworthiness and giving them time to process the data."

The department looks after certification issues for the Department of National Defence.

"We're confident all things have been properly addressed with them, but things do take time," Mr. Tracy said.

Mr. Tracy has flown the Cormorant extensively and while admitting a bias for the chopper, said he honestly be-

lieves it was the best buy for Canada.

"There is no other helicopter of its capability in the world today," he said, adding that the climate and weather conditions in Eastern Canada were what the aircraft was designed for.

Air commander and honorary colonel Len Birchill, the Canadian pilot known as the Saviour of Ceylon for spotting the advancing Japanese fleet during the Second World War, was at 14 Wing Greenwood on Saturday.

"The Cormorant will have great big shoes to fill," he said in reference to the workhorse Labrador it's replacing.

Said Capt. Duncan: "The Cormorant has the biggest fleet in the world, but the Lab's still a pretty impressive machine."

He should know — he has 10 years and a total of 3,300 hours flying the aging aircraft.

On Saturday the Labrador proved its worth by taking visitors up for short flights. The Cormorant, which was scheduled to do the same, was grounded due to a minor technical glitch.

"The Labrador is a hard act to follow," Mr. Tracy said.

journal@ns.sympatico.ca

Batherson gives Hamm the boot, Al

Amy Smith
 Principal Reporter

IFE AWAY FROM politics sure hasn't changed Walter Fitzgerald.



At least two newsrooms in Nova Scotia received a press release from Alexa McDonough — not once, not twice, but 40 times.

Well, that's one way of saying

forcing nursing home residents to use up their assets to pay for their health care.

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Mr. Smith said at t Savage Liberals did the best

Forces red faced as new chopper fails to take off Search-and-rescue Cormorant unfit to fl (. Page 1 of 2

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First hit - Premier mot clé

PUBLICATION <WINNIPEG> FREE PRESS

DATE : SUN NOV.03,2002

PAGE : A8

CLASS : <Canada> Wire

EDITION :

Forces red faced as new <chopper> fails to take off <Search>- and-rescue <Cormorant> unfit to fly

CP Wire <GREENWOOD>, N.S. -- The <military> showed off its new <search>-and-rescue <helicopter> to the public yesterday, but the ceremony didn't get off to the flying start officials had hoped for. In fact, one of the new Cormorants didn't get off the ground.

High-ranking <military> brass and reporters were left waiting and eventually told that a planned demonstration flight would not take place. One of the deluxe helicopters apparently began to shake as it was being warmed up.

No cause of the "lateral movement" was immediately known, but the unexplained shaking, which was felt by those preparing the aircraft, was enough to scrap the demonstration.

"This is life being in the <air> <force>," said Lt.-Col. Charlie Cue, the squadron's transport and rescue commander.

"Sometimes you turn the key in the car and something doesn't work."

Despite the technical glitches, the official arrival ceremony for <Canadian> <Forces> <Base> Greenwood's first of four Cormorants showcased an expressive new <military> bird.

The <Cormorant> that failed to take off was actually on loan from <CFB> <Gander>, not Greenwood's new aircraft.

The <helicopter> was open to public viewing, sitting in a hangar next to one of the 40-year-old <Labrador> helicopters it's meant to replace.

"It's a very smooth aircraft," said Capt. Jacques Poirier, stooping slightly in the 1.8-metre cabin, lined with grey padding and black seats.

The 22-metre-long aircraft, which can fit about 17 people, is billed as more advanced and safer than the Labradors.

A third engine in the <Cormorant> means that should one engine fail, the <helicopter> still won't need to make an immediate landing.

Poirier, the base's most experienced <Cormorant> pilot, flew one of the helicopters over from Italy, where officers have been receiving basic training on the aircraft. Specialized <search>-and-rescue

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Forces red faced as new chopper fails to take off Search-and-rescue Cormorant unfit to fl (. Page 2 of 2

training is being done in British Columbia.

Greenwood's next two Cormorants are scheduled to arrive in December. The base plans to be using them in <search>-and-rescue missions by March.

The Labradors are in the process of being decommissioned.

PHOTO

-- Halifax Daily News

First hit - Premier mot clé

[BACK \ RETOUR](#)

and Brandon Benedict celebrate goal.

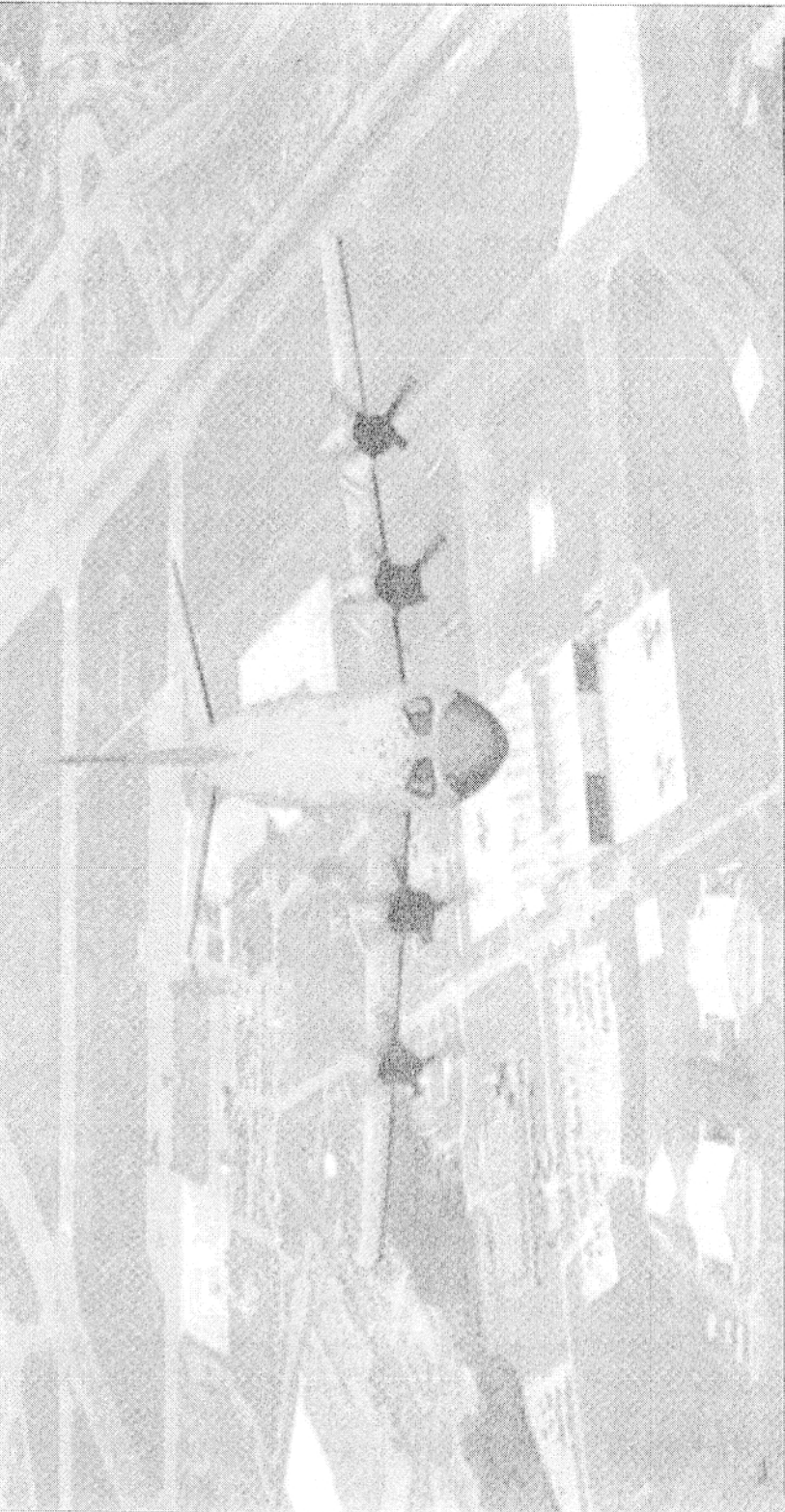
PHIL WOOD

April 6th

...to Harry Potter and the Chamber of Secrets

Handwritten: *Handwritten: 14 Nov 02*

Target: Greenwood



Valley base on U.S. list of potential terrorist targets in Canada

ALSD: Reaction to bin Laden
Sept. 10, 2001

Greenwood ranks high as terror target

U.S. State Department list says air base a more likely hit than Parliament buildings

By RICHARD DOOLEY
The Daily News

News that the U.S. State Department considers a Nova Scotia air base a likely terrorist target has left the air force speechless.

A Vancouver newspaper, *The Province*, obtained a confidential list of 22 potential terrorist targets in Canada drawn up by the U.S. State Department.

Canadian Forces Base Greenwood was ranked ninth on the list, ahead of the Parliament buildings in Ottawa but behind the CN Tower, the Air Canada Centre in Toronto and the British Columbia ferry service.

"I don't know what to say about the list," said Lieut. Nicole Meszaros of 14 Wing public affairs.

"It's the first I've heard of it."

Largest East Coast air base

Greenwood is the largest air base on the East Coast.

It's the home base for a contingent of about 200 air force personnel and two Auroras dispatched to join Operation Apollo in the Arabian Sea last year for a six month tour of duty.

The surveillance planes were used for long-range patrols of the area to detect

arms smuggling and terrorist movements out of the region during the war in Afghanistan.

Greenwood is home to 18 Auroras and three similarly equipped Arcturus aircraft in two maritime patrol squadrons.

A search-and-rescue squadron responsible for missions across a wide swath of the Atlantic Ocean, eastern Canada and the Arctic is also based in Greenwood.

Lt.-Cmdr. Ken MacKillop of the Department of National Defence headquarters in Ottawa said that if the list is authentic it will likely be circulated through diplomatic channels first.

"It would be sent to Foreign Affairs first, then circulated for an assessment of the threat," he said. MacKillop said he was not aware of the list.

U.S. Secretary of State Colin Powell is expected to deliver the study of the nearly two dozen Canadian sites most vulnerable to terrorist attacks when he meets today with Foreign Affairs Minister Bill Graham.

The targets were studied and ranked before terror kingpin Osama bin Laden sent out a sinister warning, broadcast Tuesday to western nations. Bin Laden specifically mentioned Canada, Britain, France, Italy, Ger-

many, Australia and Israel.

The list also cites the Confederation Bridge linking New Brunswick and Prince Edward Island as a potential terrorist threat during the summer tourist season.

No timeline of threat given

No definite time period for a threat against Greenwood was fixed by the report.

Security at CFB Greenwood was tightened after the September 2001 terrorist attacks on New York and Washington, D.C., with extra guards at the gates and frequent patrols of the huge base nestled deep in Kings County.

According to the air force's 14 Wing Web site, the town of Greenwood is one of the fastest-growing communities in the Annapolis Valley thanks in part to the presence of the Canadian Forces.

The base's population combined with the surrounding community is about 5,000.

The base is also the temporary home for hundreds of teenage Air Cadets each year who flock to the base for summer camp.

rdcooley@dnnews.southam.ca

With files from Southern News

TERRORIST TARGETS

Potential Canadian terrorism targets and their most vulnerable times from U.S. State Department list:

- 1) CN Tower Facility — Toronto (late night, early morning)
- 2) Transit services — Subway system, Toronto (rush hour)
- 3) Nuclear/intelligence facilities — Chalk River, Ont. (NDT — thought to be no definite time)
- 4) Place Ville Marie — Montreal (office hours)
- 5) Air Canada Centre — Toronto (major sporting or entertainment event)
- 6) Peace Bridge — Niagara Falls, Ont. (NDT)
- 7) Canadian National Exhibition — Toronto, (summer)
- 8) B.C. Marine ferry system — Tsawwassen, B.C. (high tourist season)
- 9) CFB Greenwood — Greenwood, N.S. (NDT)
- 10) Parliament buildings — Ottawa (during political sittings)
- 11) Syncrude oil facility — Fort McMurray, Alta. (NDT)
- 12) Royal Ontario Museum — Toronto (general public hours)
- 13) Confederation Bridge — PEI/N.B. (high tourist season)
- 14) Calgary Stampede — Calgary (during July)
- 15) Nuclear facility — Point Lepreau, N.B. (NDT)
- 16) Canada Place — Vancouver (peak summer season)
- 17) Toronto Island Ferry — Toronto (peak summer season)
- 18) Temple Emanuel — Montreal (during religious holiday services)
- 19) Beth Shalom Temple — Toronto (during religious holiday services)
- 20) Temple Sinai — Toronto (during religious holiday services)
- 21) Beth Israel HSBA Synagogue — Winnipeg (during religious holiday services)
- 22) Nuclear facility — Pickering, Ont. (NDT)

A not-so-sparking deal

Water giant to pay \$50 this year for Turo goods

Springer pays an additional \$200 administration fee on top of the \$50 extraction charge. He said the company falls into the intermediate user category because it draws less than 23,000 litres a day, or 8.4 million litres a year.

By BRIAN FLINN
The Daily News

Sparkling Springs, Nova Scotia's largest bottled water producer, will pay the government just \$50 in royalties this year for the wa-



Greenwood an unlikely target; Base likely doesn't belong on (The Chronicle-Herald)

Page 1 of 3

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First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.11.15

SECTION: NovaScotia PAGE: A1

SOURCE: The Canadian Press BYLINE: Bill Spurr

PHOTO: Tom Hanson / The Canadian Press Tom Hanson / The Canadian Press

ILLUSTRATION: Colin Powell makes a face at Bill Graham before their meeting in Ottawa on Thursday. The U.S. secretary of state denied reports Thursday that he was set to hand over a list of potential terrorism targets to the Canadian foreign affairs minister.: Colin Powell looks at Bill Graham during a news conference after their meeting in Ottawa on Thursday.

HEADLINE: <Greenwood> an unlikely target; Base likely doesn't belong on terror list, analyst says

Any list that rates <14> <Wing> <Greenwood> as one of the most desirable terrorist targets in Canada is off base, a military analyst says.

"I don't think it's very realistic," Alex Morrison, president of the Canadian Institute of Strategic Studies, said from his Annapolis Royal home.

"It seems to me that by picking the World Trade Center and attacking (the USS Cole) that terrorists are looking for something that would make a great public spectacle, something that would make a large impact. That's why the CN Tower and National Defence Headquarters (would be more likely targets). If terrorists wanted to make a public impact, they'd pick somewhere other than <Greenwood>."

A Vancouver newspaper reported Thursday that the U.S. State Department has assembled a list of 22 possible terrorist targets in Canada.

Colin Powell, the U.S. secretary of state, denied Thursday that he was set to hand over the list to the Canadian government.

"I have no such list," he said on his way into a meeting with Foreign Affairs Minister Bill Graham in Ottawa.

The Vancouver Province said the list, obtained from a U.S. study, includes the CN Tower in <Toronto>, the Parliament Buildings in Ottawa, the Confederation Bridge between New Brunswick and Prince Edward Island, the Point Lepreau nuclear power plant in New Brunswick, the Calgary Stampede and the Vancouver ferry terminal in addition to <14> <Wing> <Greenwood>.

The study, Combined Analysis of Potential Foreign Strike Zones, was compiled in September by U.S. civilian and military agencies, and was distributed on U.S. State Department letterhead, the Province said.

"I would have thought that Halifax would be on the list because of the ships," Mr. Morrison said. "At <Greenwood> you could blow up airplanes or blow up the runway, but I was surprised that it was the

A0793592_100-000651

Greenwood an unlikely target; Base likely doesn't belong on (The Chronicle-Herald)

Page 2 of 3

only base in the country that was listed."

Across Canada, officials and analysts greeted word of the list with a blend of vigilance and skepticism.

"I could have come up with that list in my bathtub," said Chris Mathers, a security expert and consultant with KPMG in <Toronto>.

"If you asked anybody in this country, they'd come up with a similar list of 22 places," said Calgary Stampede spokesman Dan Sullivan.

Every public venue in the world has stepped up security since the Sept. 11, 2001, terrorist attacks and the Stampede is no exception, Mr. Sullivan said.

Buildings are routinely scoured for bombs, while a bolstered network of plainclothes security guards and closed-circuit cameras is constantly at work during Stampede season in July.

<Greenwood> spokeswoman Lieut. Nicole Meszaros said the base was aware of the list through media reports Thursday morning but was unable to verify its existence.

"While there was a perceived threat, we were taking that threat seriously and increased security," she said.

For security reasons, she wouldn't cite the types of measures taken. No military police officers or guards were at the base entrance in late afternoon.

Lieut. Meszaros said the base has been extra vigilant since the terrorist attacks in New York and Washington.

Several people approached in the community didn't seem overly concerned about <Greenwood> being named on the list because it is too small.

"I believe there are places in Canada that could be a target, but they're important targets," said ex-military member Peter MacLean. He cited the CN Tower and sports facilities as more likely targets.

"(Terrorists) want to come down in a crowded area. . . . They're going to go to the main populated areas. I never gave it a second thought."

At Province House, Premier John Hamm said he was concerned to see a Nova Scotia location on the list of potential terrorist targets, but the federal government, RCMP and other agencies responsible for protecting Nova Scotians are doing their jobs.

Mr. Hamm said there's an actual list of so-called "soft spots" in Nova Scotia but he wouldn't release it.

Liberal MLA Manning MacDonald said he wanted more assurance that there's a security plan in place but Mr. Hamm said it would be inappropriate to discuss details in public.

Military officials in Halifax wouldn't say whether they were taking extra precautions.

"After the events of Sept. 11, we did bring in some heightened security measures," Lt.-Cmdr. Denise LaViolette said from <CFB> Halifax. "Obviously, we can't discuss them but there are measures in place to ensure the safety of our ships, our personnel and other assets."

Greenwood an unlikely target; Base likely doesn't belong on (The Chronicle-Herald)

Page 3 of 3

"I can't provide you with a list of targets because folks that might have ideas would now have a list of what we think is important."

Security at facilities like the CN Tower, arguably Canada's most obvious terrorist target, has become decidedly more stringent since the U.S. attacks, said president Bob Purves.

"It's business as usual, and we are carrying on," Mr. Purves said. "Our guests are safe."

The building, which attracts about two million people a year, has installed extensive security equipment, including sophisticated bomb detectors, Mr. Purves said.

Tourist traffic has declined by about five per cent since the attacks, but that's more the result of an overall drop in travel, he added.

First hit - Premier mot clé

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15 Nov 02

THE DAILY NEWS

Moore on
Moose-Drakkar
brawl /60

Friday

November 15, 2002
Halifax Vol. 30 No. 51



Partly cloudy
High: 10
Low: -2
Weather /56

canada.com/halifax/dailynews



Bond turns 40

Page 27



SCOTT DUNLOP

U.S. denies hit list; base on alert

Greenwood brass 'taking
(terrorist) threat seriously'

Pages 3, 12

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Base beefs up sec

By CHRIS LAMBIE
The Daily News

CFB GREENWOOD — The wing commander of an Annapolis Valley air base beefed up security yesterday after learning CFB Greenwood was on a confidential list of 22 potential terrorist targets in Canada drawn up by U.S. intelligence.

Reporters weren't allowed on the base yesterday, but civilians were still moving freely through the main gate, guarded only by a commissionaire.

"Obviously, we're taking this threat seriously," said air force Lieut. Nicole Meszaros of 14 Wing public affairs.

"Until we can confirm or deny that the threat actually exists, we are being vigilant with regard to our security measures."

Meszaros refused to say how base security was increased.

After a night shift working as a radar technician at Greenwood, Cpl. Steve Barrieau was not worried about the situation.

"It will delay me by a couple of minutes, that's about it," Barrieau, 37, said about the added security. "It's just a matter of inconvenience."

Residents of this small village of about 5,000 people did not seem consumed yesterday by the possibility of a terrorist attack.

"Unless it's a nuclear weapon, I'm not really too worried about it," John Britney, a retired air force navigator, said outside the post office.

Britney, 66, said it's unlikely a terrorist could "get on that base with any reasonable amount of explosives to do any damage."

Greenwood was ranked ninth on the list, ahead of the Parliament buildings in Ottawa, but behind the CN Tower, the Air Canada Centre in Toronto and the British Columbia ferry service.

"I think it's a scare tactic," said Ina Peters, who was waiting at a bus stop across from the local Tim Hortons.

"I don't get upset about those things; if it happens, it happens. There's nothing you can do about it."

About 110 people from the long-range patrol detachment at Greenwood are now stationed at an undisclosed location in the Middle East. Flight crews are using two Auroras to hunt for shipments of weapons and boats carrying al-Qaida and Taliban terrorists.

Peters, 65, said she understands why terrorists might hit Greenwood, because Canada has "sided with the United States" in the war against terrorism.

"Osama bin Laden thinks that because we're allies of the U.S., he can target us," Peters said. "It's happened to people the world over; so it's going to happen to us some time."

After the terrorist attacks in New York City and Washington, D.C., on Sept. 11, 2001, CF-18 fighters were briefly stationed at Greenwood to intercept hijacked planes, Scott Wheaton said as he went to get his skates sharpened at the Greenwood Mall.

"It was pretty much a joke to everybody," Wheaton said of the target list.

"If they hit anywhere, they're going to try to prove a point. And if they're going to prove a point, obviously Toronto would probably be the best spot."

The 26-year-old suspects the American list of potential terrorist targets is meant as a wake-up call for Canada.

"They're telling us there's a possibility of us coming under attack, so that we smarten up and we make our country more secure, thereby protecting them," Wheaton said. "That's the first thing that sprung to mind, anyway."

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Powell denies knowledge of list /12



DEPARTMENT OF NATIONAL DEFENCE

Soldiers from CFB Greenwood's long-range patrol detachment load sonobuoys into an Aurora patrol aircraft somewhere in the Middle East during Operation Apollo.

Analysts: terrorists after bigger targets

By RACHEL BOOMER
The Daily News

If you're a terrorist looking for a high-impact Canadian military target, you're not going to blow up CFB Greenwood.

That's the consensus from defence intelligence ranking of potential Canadian terrorist targets listed the Annapolis Valley base in the top 10.

"Maybe Greenwood's an honest mistake. Maybe they think we have other things at Greenwood than we actually have there," York University defence specialist Martin Shadwick said yesterday.

"It's not the most likely place to encounter someone from al-Qaida."

The base was listed ahead of the Parliament buildings on the terrorism ranking, obtained by a Vancouver newspaper Wednesday.

Shadwick said while Greenwood has contributed people and equipment to the U.S.-led war on terrorism, larger bases that have also taken part are more likely targets.

"Probably only people in Nova Scotia and defence analysts know it exists."

Dalhousie University military specialist Dan Middlemiss said if terrorists were looking for an East Coast target, they'd be more likely to pick Halifax, an economic centre and military base.

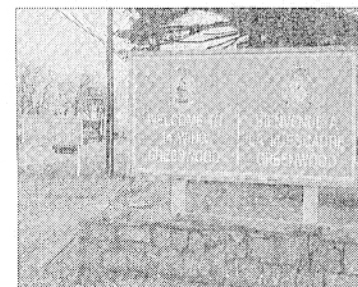
"I think there would be others first, but it would be a bigger statement," Middlemiss said.

He and fellow Dalhousie professor Dennis Stairs said terrorists are more likely to go after a bigger target, one that would make a bigger actual or psychological impact on Canadians.

"If it's terror you want, you want to kill people, then, obviously, you want to go for high-density areas," Stairs, a foreign-policy professor, said yesterday.

"Halifax, it's a wonderful city, but it's not one of the world's great cities. I would think it would be Ottawa, Toronto, Montreal, possibly Vancouver."

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CHRIS LAMBIE

Entrance to CFB Greenwood yesterday.

Guarding our icons: The National Post asked representatives (National Post)

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First hit - Premier mot clé

PUBLICATION : National Post

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SECTION: Canada PAGE: A5

COLUMN: 22 Possible Terrorist Targets React SOURCE: National Post Canada; United States

ILLUSTRATION:Black & White Photo: Canada Place; Black & White Photo: <Toronto> Island Ferry; Black & White Photo: Temple Emanu-El-Beth Sholom; Black & White Photo: Point Lepreau nuclear facility; Black & White Photo: Syncrude production facility; Black & White Photo: Confederation Bridge; Black & White Photo: Place Ville-Marie; Black & White Photo: Calgary Stampede Park; Black & White Photo: CN Tower; Black & White Photo: Parliament buildings; Black & White Photo: Chalk River nuclear facilities; Black & White Photo: Royal Ontario Museum; Black & White Photo: <CFB> <Greenwood>; Black & White Photo: <Toronto> public transit; Black & White Photo: Air Canada Centre; Black & White Photo: Peace Bridge; Black & White Photo: Canadian National Exhibition; Black & White Photo: B.C. Marine ferry system !
 @IMAGES=/;Canada Place[357739-83852.jpg];/;<Toronto> Island Ferry[357739-83854.jpg];/;Temple Emanu-El-Beth Sholom[357739-83855.jpg];/;Point Lepreau nuclear facility [357739-83832.jpg];/;Syncrude production facility[357739-83799.jpg];/;Confederation Bridge [357739-83831.jpg];/;Place

Ville-Marie[357739-83798.jpg];/;Calgary Stampede

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Museum[357739-83829.jpg];/;<CFB> <Greenwood>[357739-83792.jpg];/;<Toronto> public transit [357739-83787.jpg];/;Air Canada

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HEADLINE: Guarding our icons: The National Post asked representatives of the 22 possible targets of terrorist attacks: 1. What, if any, security precautions have you added as a result of being named on the list? 2. What assurance can you give the public that your facility is safe?

CN TOWER, <TORONTO>

1. The latest threat does not change anything, said Irene Knight, marketing manager for the CN Tower, who explained the tower upgraded its security system in June by installing new security archways at the entrance. "We do feel we're acting responsibly in terms of the fact that we're a national icon."

2. "We want to ensure that people feel safe. We want them to know that security is and always will be an important factor. We've invested in this new technology and we will continue to evaluate systems and technologies and procedures and continue to upgrade them to make sure we're doing the best that we can to maintain this building and make sure that people feel safe and enjoy their visit here."

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SUBWAY SYSTEM, <TORONTO>

1. Marilyn Bolton, a spokeswoman for the <Toronto> Transit

Commission, said a "security escalation plan" has long been in place to deal with threats such as this one. The <Toronto> Police Service gives the TTC advice on how to implement the plan. "None of us wants to endanger any of our cherished facilities by saying anything," she said. "Frankly, we'd rather be more quiet than risk anything. Even if we said there were changes, it might tell someone, 'Aha!'.... You don't know what is a clue to someone who's looking from the outside."

2. "We have taken the topic of terrorism seriously for quite a while. The fact that we have taken action is important.... We can assure people that we have a plan and we have had a plan for quite a while."

NUCLEAR/INTELLIGENCE FACILITIES, CHALK RIVER, ONT.

1. Marc Kealey of Atomic Energy of Canada Limited, which is responsible for Chalk River Laboratories, said security measures were increased after the Sept. 11 terrorist attacks in the United States, but no extra measures have been undertaken in light of the latest threat. "We already live in a security-conscious environment at AECL. We've been living this life since World War II, as a matter of fact, and post-9/11 we've increased the investment in our security infrastructure. We're in a heightened security environment as a consequence of 9/11."

2. "We have a specially trained security team and all the communications and security infrastructure in place. It's very safe."

PLACE VILLE-MARIE, MONTREAL

1. Jacques-Andre Chartrand, a spokesman for the company that owns Place Ville-Marie, said additional security officers were added and vigilance increased yesterday as a result of the report on the list. He said security had already been stepped up following the Sept. 11 attacks.

2. "It is safe as long as there is no exceptional event. It is built to withstand earthquakes and different disasters. It meets Canadian standards, but [for terrorist attacks] there are no standards."

AIR CANADA CENTRE, <TORONTO>

1. "We have been in touch with both CSIS and with Metro intelligence and we're happy to report that they have no new information related to any threats or potential terrorist activities," said Robert Hunter, senior vice-president and general manager of Air Canada Centre, home to the NHL's <Toronto> Maple Leafs, seating 18,800 spectators, and the <Toronto> Raptors of the NBA, seating 19,800 fans. "And we are in constant touch with them.... We, as the home of an NBA team and an NHL team, participated in two major initiatives coming out of both leagues last fall. We significantly increased all of our security operations following last September. And we continue to do that. Did we want to be on the list? Absolutely not, but no, we were not surprised."

2. "We are a high-profile public facility, but we are doing everything that is in our power to assure our guests that their safety is of paramount importance. The procedures that are in place here are the same procedures that are in place in New York, Chicago, Los Angeles. Can we be absolutely sure? I don't think anyone can," Mr. Hunter said, but added, "Our fans are safe."

PEACE BRIDGE, FORT ERIE, ONT.

Officials were unavailable to comment.

CANADIAN NATIONAL EXHIBITION, <TORONTO>

1. David Bednar, the general manager, said he does not know whether the list will prompt stiffening of security at the next annual fair in August, 2003. "We ratcheted [security] up several notches last summer in view of events the previous September, and there's no reason to think we would in any way back off. The only question would be to what extent we think we need to take additional measures."

2. "We expend a considerable amount of effort every year on all aspects of safety at the exhibition, from people tripping over cables to signs blowing over in the wind. Now we have had to recognize that we have to be vigilant for some sort of terrorist attack as well."

B.C. MARINE FERRY SYSTEM

Officials referred comment to the RCMP, who could not be reached.

<CFB> <GREENWOOD>, N.S.

1. "The wing commander has as his prerogative the ability to impose any security measures he deems appropriate," said base spokeswoman Lieutenant Nicole Meszaros, "and since the list of 22 sites was made public, we have been undertaking measures to ensure that the Wing is secure, but I can't discuss what they are. We did heighten security at <Greenwood> today until we can determine whether that list is legitimate."

2. "We've always remained vigilant in our ongoing awareness of the fact that there could be a threat against <Greenwood>. Personnel of the Canadian Forces are always ready to respond to any threat. The safety of our Wing, and public safety, is one of our primary objectives."

SECONDARY PARLIAMENT BUILDINGS, OTTAWA

1. Security inside the parliamentary buildings has not changed since the publication of the list of Canadian targets, said an aide to Peter Milliken, House of Commons Speaker. "The threat is not greater today than it was yesterday," said communications assistant Colette Dery. "They don't consider the threat to have escalated. Essentially, on Sept. 12 [2001] security measures were put in place. They have known for the last year that, among other buildings, Parliament would be a target."

2. "Security remains the same as it was yesterday and the day before," RCMP Corporal Louise Lafrance said. "It is secure."

SYNCRUDE CANADA LTD.

1. "After Sept. 11, 2001, the company required every person on the site to check in at a security access," said Cherry Holand, senior public affairs advisor. "Every person working on the site is required to have photo identification and go through a security check. Visitors must be accompanied by company employees. The company also made unspecified security changes surrounding corporate aircraft and the perimeter of its oil operations. The company has no immediate plans to add more security in the wake of yesterday's revelation."

2. "We are working with the appropriate authorities in government, and our senior people take this very seriously. We have been in contact with employees to ensure appropriate action is taking place. Plus, I work there every day. I personally feel very confident with our security measures," said Ms.

Holland of the two mining operations north of Fort McMurray, Alta., that employ 4,000 people on the site, along with about 1,000 outside contractors.

ROYAL ONTARIO MUSEUM, <TORONTO>

1. The museum stepped up its checks of visitors' bags after an impromptu security meeting yesterday morning. "We're not surprised [to be on the list of potential targets]," said Joel Peters, a museum spokesman, adding the downtown museum's security system has been overhauled since Sept. 11, 2001. He said the ROM is now as safe a place as it has ever been.

2. "We realize the risk inherent in having the public come in to a place with such valuable objects. We have done our due diligence and we're proactive in terms of how we handle security."

CONFEDERATION BRIDGE, P.E.I.

1. "I'm not going to comment on any specific security measures," said John Francis, general manager of Strait Crossing Bridge Ltd. "We've had traffic security and cameras on the bridge since we opened. This summer, Transport Canada had a security consultant do a series of bridge reviews, and we were one of them. As result of that, we know whether or not we have any vulnerabilities and how they should be handled. We are prepared for what we can do."

2. "I travel on it. I'm not concerned about any issues. But it's very difficult to say we're any more secure than the Pentagon was a year and a half ago. It would be hard to take out the bridge because of the nature of it, and how it's constructed, without us being aware that something unusual was occurring. Unless of course we run into something similar to what happened in New York and Washington. If somebody's willing to sacrifice themselves and has the wherewithal to do it, it's very difficult to protect yourself against it."

CALGARY STAMPEDE PARK

1. "We didn't need a list to implement extra security, which we did following 9/11," said Dan Sullivan, a spokesman for the Calgary Exhibition and Stampede. "Our security was established then and again in connection with [last summer's] G8 leaders conference. We made significant security enhancements last year, which we will continue doing according to any intelligence we receive."

2. "We don't necessarily design security programs ourselves. We work with the city police and the RCMP and with the resources they bring to the table, such as intelligence. We feel we have the best program you could possibly get in this country."

POINT LEPREAU NUCLEAR STATION, N.B.

1. "We aren't taking any extra security precautions," said Rod White, vice-president of nuclear operations. "But we have taken action since Sept. 11, 2001, to make it more safe. We've always recognized that nuclear plants are a potential target. We have a practical and pragmatic program for dealing with those things. We've worked with our regulator and their links with CSIS and other government intelligence agencies to define any threats that may be coming our way, to give us advance warning if need be."

2. "The stations we have are built with defence and depth as part of their original design. For example, these are large, concrete ... structures that are difficult to penetrate. They have independent control rooms and independent wiring systems that would allow us to shut down the reactor safely should the need arise. This is a safe facility."

CANADA PLACE, VANCOUVER

1. Chris Badger, operations vice-president for the Vancouver Port Authority, said there are no plans to hike security because it has had tight protocols in place even before 9/11, because of risks related to the passenger and transportation industry. Canada Place, opened in 1986, is where 240 of the 360 cruise ships that visit Vancouver each year dock. The facility includes the Vancouver Trade and Convention Centre, the 504-room Pan Pacific Hotel and other commercial operations such as an IMAX theatre. Security routines include the use of smart cards to allow staff access to secure areas, screening of crews, passengers, cargo and baggage and close co-operation on assessing security risks with guidance from police and CSIS.

2. "We are constantly monitoring security and, where we can, improving on it," Mr. Badger said. "What keeps us alert? We allow ourselves to be constantly monitored by the cruise lines who have very high standards of security, by Transport Canada who carry out regular audits of our security and by making our system as transparent as we can to other agencies, particularly U.S. agencies, so they can be assured we are meeting the standards we say we are."

<TORONTO> ISLAND FERRY

1. "Assuming this list is credible, protocols would be further reviewed and any necessary precautions that have to be taken would be taken," said Brad Ross, a City of <Toronto> spokesman. "We want people to feel assured that riding the island ferry is safe. They're going to review the current security and say: 'Do we need to do anything more or what can we do more, assuming it is a credible threat?' After Sept. 11 ... the ferry operators and those park staff were, like everybody else, more vigilant in how they approached their job, but nothing that the public would have noticed."

2. "The city is very vigilant and every step that needs to be taken will be taken to ensure that people who take the island ferry are safe and secure."

TEMPLE EMANU-EL-BETH SHOLOM, MONTREAL

1. Rabbi Leigh Lerner said he is "not at liberty to talk about our security." Peter Yeomans, the city executive-committee member in charge of public security, told a news conference surveillance will be increased around sites identified as potential targets.

2. Rabbi Lerner said the temple is "absolutely" safe, "based on the regular care that we have, and based on the added precautions one needs to take when such a thing as this happens, and our

co-operation with all the authorities. It came as a surprise but not as a shock," he said, noting earlier reports that Ahmed Ressam, convicted of plotting to blow up the Los Angeles airport, had initially targeted a synagogue in Montreal. "We knew that synagogues were on the list, so we've been taking precautions for a long time."

BETH SHOLOM SYNAGOGUE, <TORONTO>

"We have been on a security alert since Sept. 11," said Barbara Berke, associate executive director at the synagogue. "We have added on extra security because of this, but security has always been a top priority for us. We have increased our security measures to protect our members and our building, to make sure they are safe. We are taking it seriously."

TEMPLE SINAI, <TORONTO>

1. "We have been on a heightened state of alert and security since 9/11," said Raymer Conway, executive director. "We will continue to be in that same mode and monitor all of our procedures accordingly." The temple represents 1,800 families totalling about 6,000 people.

2. "We are seeking advice and guidance from the appropriate security and government agencies," in the wake of being chosen as a potential target, she added. "We will continue to look at the way we secure our building and if we need to, we will heighten that."

BETH ISRAEL SYNAGOGUE, <WINNIPEG>

1. Paula Lewis, executive director, said the congregation and a day care have contacted the RCMP, federal officials in Ottawa and local police, as well as the local Jewish community.

2. "We take this very seriously, however we're not running into hysteria. The chances of something happening are remote. We're doing the usual things, we're not accepting unexpected packages. We can assure our congregation and community at large that we are being vigilant with our security measures. We are working with police and RCMP to ensure security to the best of our ability," Ms. Lewis said.

PICKERING NUCLEAR PLANT, PICKERING, ONT.

1. "We are of course responsible for security at the site," said John Earl, a spokesman for Ontario Power Generation. "But what we're talking about here is national security and there are other agencies far better prepared and far more able, accountable and responsible for national security than Ontario Power Generation. We, of course, work very closely with all the agencies -- municipal, provincial and federal -- in terms of security matters. That's about as much as we can say."

2. "This is really a national security issue. There are agencies that are accountable and responsible for national security and we work closely with them to make sure that we are providing the best security we can at all of our facilities. I can give you assurances that Canada has some very responsible, accountable security forces and security agencies. They are very well aware and we work very

First hit - Premier mot clé

BACK \ RETOUR

Local 'targets' on alert: PVM, Temple Cited. But U.S. (Montreal Gazette)

Page 1 of 4

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : Montreal Gazette

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SOURCE: The Gazette; CP and Southam News contributed to this report; Vancouver Province

ILLUSTRATION:Photo: ANDRE FORGET, THE GAZETTE / Rabbi Leigh Lerner of Temple Emanu-El-Beth Sholom in Westmount says reports that it might be a target do not surprise him.

!@IMAGES=ANDRE FORGET, THE GAZETTE/Rabbi Leigh Lerner of Temple Emanu-El-Beth Sholom in Westmount says reports that it might be a target do not surprise him.[359570-84327.jpg];

HEADLINE: Local 'targets' on alert: PVM, Temple Cited. But U.S. secretary of state denies knowing about terror hit list

List or no list, Temple Emanu-El-Beth Sholom, Place Ville Marie and the city of Montreal are maintaining increased vigilance following reports the synagogue and office complex appear on a U.S. warning list citing potential Canadian terrorism targets.

"We take security seriously, start to finish," said Rabbi Leigh Lerner of Temple Emanu-El-Beth Sholom. "Sure, there's an initial sense of relief that maybe the list doesn't exist, but the reality is that synagogues have been targets all over the world."

The list of 22 potential Canadian targets was first published yesterday in the Vancouver Province.

This morning, the paper is reporting that the list came from a study, called "Combined Analysis of Potential Foreign Strike Zones," which was compiled in September by U.S. civilian and military intelligence agencies. Sections of the study viewed by the paper were printed on U.S. State Department letterhead.

In addition to Canada, potential terrorist targets were identified in Britain, Germany, Philippines, Indonesia, Australia, Malaysia and Israel.

The Province reported U.S. Secretary of State Colin Powell planned to give the document to Foreign Affairs Minister Bill Graham in Ottawa yesterday.

But Powell flatly denied knowledge of the list on his way into a meeting with the minister.

"I have no such list," he said.

In addition to the two Montreal buildings, the list included such high-profile landmarks as the CN Tower and the Parliament Buildings as terrorist targets.

PVM administrators and Temple Emanu-El-Beth Sholom swung into action along with city public-security officials after hearing reports of the list yesterday morning.

A0793592_112-000663

PVM administrators and Temple Emanu-El-Beth Sholom swung into action along with city public-security officials after hearing reports of the list yesterday morning.

"We take this information very seriously," said Peter Yeomans, city executive committee member responsible for public security.

"We want to reassure the population, people who come to work here or visit, that they are in a safe environment."

Police patrols planned to step up surveillance near the two sites while the city worked to learn more about the report, Yeomans said. The city's public-security agencies - which have worked intensively on emergency-preparedness since Sept. 11, 2001 - were in a heightened state of alert as a result of the news.

News later in the day that Powell denied having such a list did not change Yeomans's basic message, said Darren Becker, a spokesman for the administration of Mayor Gerald Tremblay.

Becker noted reports of the list followed hard on the heels of a direct threat to Canada in a taped statement attributed to Osama bin Laden.

"What was discussed today was the state of general preparedness of the city. The bottom line is, the city is ready," Becker said.

PVM administration had also increased security in the wake of Sept. 11 by reviewing emergency procedures, hiring a director of security and fire prevention, and sharing information with police and the fire department, said Jacques-Andre Chartrand, a spokesman for SITQ Immobilier, the company that owns the building.

Nevertheless, the news the building had appeared on list of potential targets came as a surprise, he said.

The building's crisis team met in the morning and decided to increase the number of security personnel in the building and closely monitor access points.

"We also asked all employees to be especially vigilant," Chartrand said.

By late afternoon, the pressure had eased somewhat because of Powell's denial, but Chartrand said SITQ plans to maintain increased security measures until more information is available.

"This was an interesting and conclusive exercise for us - we reacted rapidly and quickly," he said.

The rabbi of what is possibly Montreal's most influential synagogue said reports the temple might be a target didn't come as much of a surprise.

"I just felt that it's always been a possibility, and there it is in print," Lerner said.

He added that Temple Emanu-El-Beth Sholom has worked hard to foster interfaith relations and dialogue and is in a highly visible location on Sherbrooke St. in Westmount, which could single it out as a target.

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Local 'targets' on alert: PVM, Temple Cited. But U.S. (Montreal Gazette)

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The Targets

A list of 22 potential terrorist targets, including two in Montreal, that was reported to have been drawn up by the U.S. State Department.

The list ranks the Canadian targets and their most vulnerable times as follows:

CN Tower facility - <Toronto> (late night, early morning)

Subway system - Central <Toronto> (rush hour)

Nuclear/Intelligence facilities - Chalk River, Ont. (NDT - thought to stand for no definite time)

Place Ville Marie - Montreal (office hours)

Air Canada Centre - <Toronto> (major sporting or concert event)

Peace Bridge - Niagara Falls, Ont. (NDT)

Canadian National Exhibition - <Toronto> (summer)

B.C. Marine ferry system - Tsawwassen (high tourist season)

<Canadian> <Forces> <Base> <Greenwood> - <Greenwood>, N.S. (NDT)

Secondary Parliament buildings - Ottawa (during political sittings)

Syncrude production facility - Fort McMurray, Alta. (NDT)

Royal Ontario Museum - <Toronto> (general public hours)

Confederation Bridge - P.E.I./N.B. (high tourist season)

Calgary Stampede Park - Calgary (during July Stampede event)

Nuclear facility - Point Lepreau, N.B. (NDT)

Canada Place - Vancouver (peak summer season)

<Toronto> Island Ferry - <Toronto> (peak summer season)

Temple Emanu-El-Beth Sholom- Montreal (during holiday services)

Beth Shalom Temple - <Toronto> (during religious holiday services)

Temple Sinai - <Toronto> (during religious holiday services)

Beth Israel HSBA Synagogue - <Winnipeg> (during religious holiday services)

Nuclear facility - Pickering, Ont. (NDT)

Local 'targets' on alert: PVM, Temple Cited. But U.S. (Montreal Gazette)

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First hit - Premier mot clé

[BACK \ RETOUR](#)

Analysts say list of targets obvious: CN Tower, Calgary (The StarPhoenix (Saskatoon))

Page 1 of 3

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : The StarPhoenix (Saskatoon)

DATE : 2002.11.15

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SECTION: National PAGE: A15

SOURCE: Canadian Press DATELINE: <TORONTO>

ILLUSTRATION: Photo: Canadian Press / The CN Tower is seen from the financial district in
<Toronto> Thursday

HEADLINE: Analysts say list of targets obvious: CN Tower, Calgary Stampede on list of 22
potential terror targets

<TORONTO> (CP) -- Canadian security experts and civic officials were less than impressed
Thursday with a supposed U.S. State Department list detailing potential targets for terrorists north of
the border.

The list of 22 sites, which included nuclear power plants, public transport hubs and prominent
landmarks like the CN Tower and the Confederation Bridge, was published in the Vancouver
Province newspaper.

"I could have come up with that list in my bathtub," said Chris Mathers, a security expert and
consultant with KPMG in <Toronto>.

According to published media reports, Secretary of State Colin Powell was supposed to deliver the
list Thursday during a meeting with Foreign Affairs Minister Bill Graham.

Powell denied those reports Thursday.

"I have no such list," he said on his way into the meeting.

But even if it isn't authentic, there's nothing wrong with a pointed reminder that keeps Canadians
vigilant about terrorism's ever-present threat, said James Young, Ontario's public security
commissioner.

"The benefit out of it is maybe it brings it back to the public conscience so that we realize why these
debates have to take place, and it makes us vigilant again," Young said.

"Some of us were worried that people wanted it to go away, and were sort of saying, 'Oh, well, I
guess we don't need to worry about it anymore.'"

Across Canada, officials at the various facilities -- an industrial site in Alberta, a military base in
Nova Scotia, tourist attractions from coast to coast -- were greeting the list with a blend of vigilance
and skepticism.

"If you asked anybody in this country, they'd come up with a similar list of 22 places," said Calgary
Stampede spokesperson Dan Sullivan, whose summer festival is on the list.

Analysts say list of targets obvious: CN Tower, Calgary (The StarPhoenix (Saskatoon)) Page 2 of 3

Since the terrorist attacks of Sept. 11, every public venue in the world has stepped up security, and the Stampede is no exception, said Sullivan.

Buildings are routinely scoured for bombs, while a bolstered network of plainclothes security guards and closed-circuit cameras are constantly at work during Stampede season in July.

"We were taking all kinds of precautions last year just as due diligence in terms of (having) a major concentration of people," he said. "Every part of the park is covered."

<Toronto> police Chief Julian Fantino, whose investigators were unable to verify the existence of the list, said every one of its local targets had already beefed up security after Sept. 11.

"We have to be vigilant, we can't be taking things for granted, we can't be dismissive of our security and our safety, and we haven't been," Fantino said.

"On the other hand, I think this may have been blown out of proportion."

Security at facilities like the CN Tower, arguably Canada's most obvious terrorist target, has become decidedly more stringent in the months since the U.S. attacks, said president Bob Purves.

"It's business as usual, and we are carrying on," Purves said. "Our guests are safe."

The building, which attracts about two million people a year, has installed extensive security equipment, including sophisticated bomb detectors, Purves said.

Tourist traffic has declined by about five per cent since the attacks, but that's more the result of an overall drop in travel, he added.

In Montreal, which is no stranger to terrorist threats, executives with the Place Ville-Marie building complex were taking the threat seriously, hiring extra security guards and installing more cameras, said spokesperson Louis Garneau.

Montreal has been on high alert for more than a year after an FBI affidavit revealed that a group including convicted terrorist Ahmed Ressay once contemplated blowing up one of the city's Jewish neighbourhoods.

The city is prepared for a terrorist attack and police, fire and transport departments have been working together to protect public safety, said Peter Yeomans, Montreal's head of public security.

The city has also assessed the risk of terrorist attacks on other buildings in Montreal, but Yeomans refused to identify which buildings or what preventive measures have been taken.

Alberta oilsands giant Syncrude, whose plants in Fort McMurray, Alta., were also on the list, has also stepped up security since the U.S. attacks, said spokesperson Randy Provencal.

In <Winnipeg>, where a local synagogue made the list, Manitoba Premier Gary Doer said the province was doing its utmost to protect its residents.

"We knew different facilities and institutions in the Jewish community would be vulnerable," Doer said.

"It's really tough for the Jewish community in <Winnipeg>. We are working with our police forces to

Analysts say list of targets obvious: CN Tower, Calgary (The StarPhoenix (Saskatoon))

Page 3 of 3

be very aware."

A Doer aide said the province hasn't received any new information regarding the synagogue being singled out as a target.

In Nova Scotia, <Canadian> <Forces> <Base> <Greenwood> was on a heightened state of alert, said spokesperson Lieut. Nicole Meszaros.

"We did increase security measures here at the wing," Meszaros said.

"The Wing commander here on the base has as his prerogative the right to impose whatever security measures he deems to be appropriate."

First hit - Premier mot clé

[BACK \ RETOUR](#)

15 Nov 02 - Chronicle Herald Halifax

Greenwood an unlikely

Base likely doesn't belong on terror list, analyst says

By Bill Spurr
and The Canadian Press

Any list that rates 14 Wing Greenwood as one of the most desirable terrorist targets in Canada is off base, a military analyst says.

"I don't think it's very realistic," Alex Morrison, president of the Canadian Institute of Strategic Studies, said from his Annapolis Royal home.

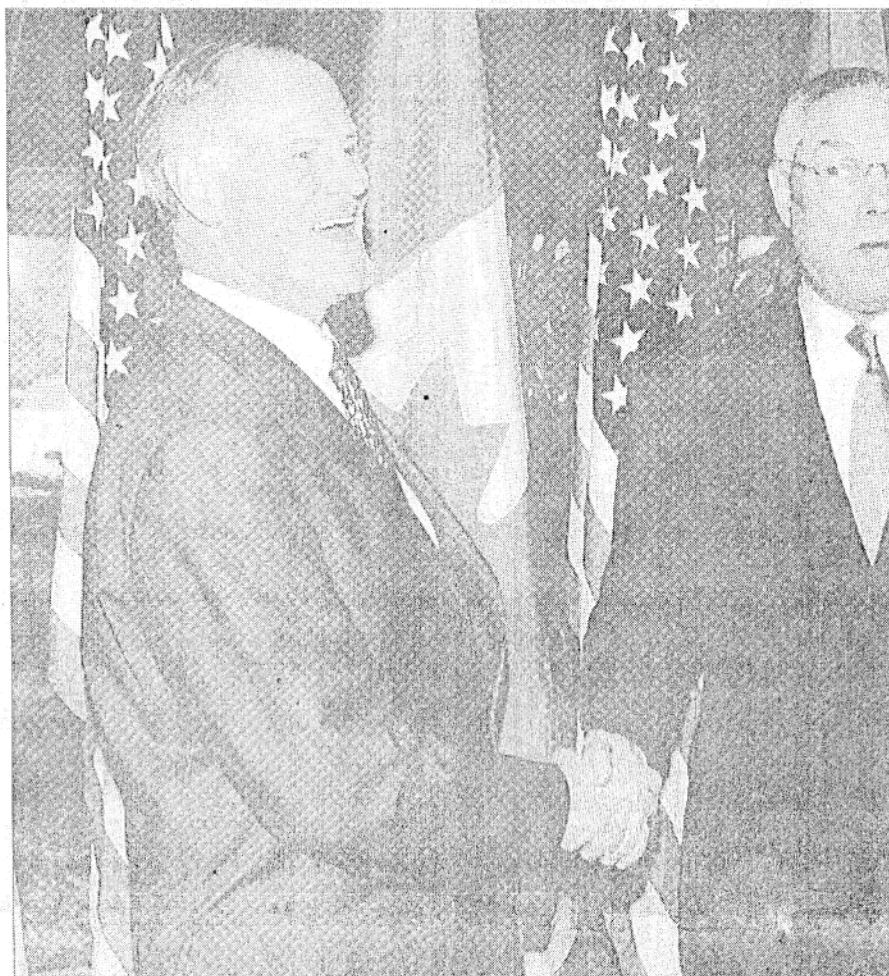
"It seems to me that by picking the World Trade Center and attacking (the USS Cole) that terrorists are looking for something that would make a great public spectacle, something that would make a large impact. That's why the CN Tower and National Defence Headquarters (would be more likely targets). If terrorists wanted to make a public impact, they'd pick somewhere other than Greenwood."

A Vancouver newspaper reported Thursday that a list of possible terrorist targets in Canada, assembled by the U.S. State Department, included the CN Tower in Toronto, the Parliament Buildings in Ottawa, the Confederation Bridge between New Brunswick and Prince Edward Island, the Point Lepreau nuclear power plant in New Brunswick, the Calgary Stampede and the Vancouver ferry terminal in addition to 14 Wing Greenwood.

"I would have thought that Halifax would be on the list because of the ships," Mr. Morrison said. "At Greenwood you could blow up airplanes or blow up the runway, but I was surprised that it was the only base in the country that was listed."

Colin Powell, the U.S. secretary of state, denied published reports Thursday that he was set to hand over the list to the Canadian government.

"I have no such list," he said on his way into a meeting with



Colin Powell makes a face at Bill Graham before their meeting in Ottawa on Thursday. The reports Thursday that he was set to hand over a list of potential terrorism targets to the C.

U.S. would want Canadian

America 'would talk to Canada' about role in attack, Powell says

By John Ward
The Canadian Press

Ottawa

cussed a range of issues, including Iraq and the treatment of Canadians at the American border.

"I made it clear to my league that the United States also prudently considering contingencies in the event of use of military force should required," he said.

If the UN declined to act, the U.S. would form a coalition of states to do the job. Powell said he didn't believe any

analyst says.

"I don't think it's very realistic," Alex Morrison, president of the Canadian Institute of Strategic Studies, said from his Annapolis Royal home.

"It seems to me that by picking the World Trade Center and attacking (the USS Cole) that terrorists are looking for something that would make a great public spectacle, something that would make a large impact. That's why the CN Tower and National Defence Headquarters (would be more likely targets). If terrorists wanted to make a public impact, they'd pick somewhere other than Greenwood."

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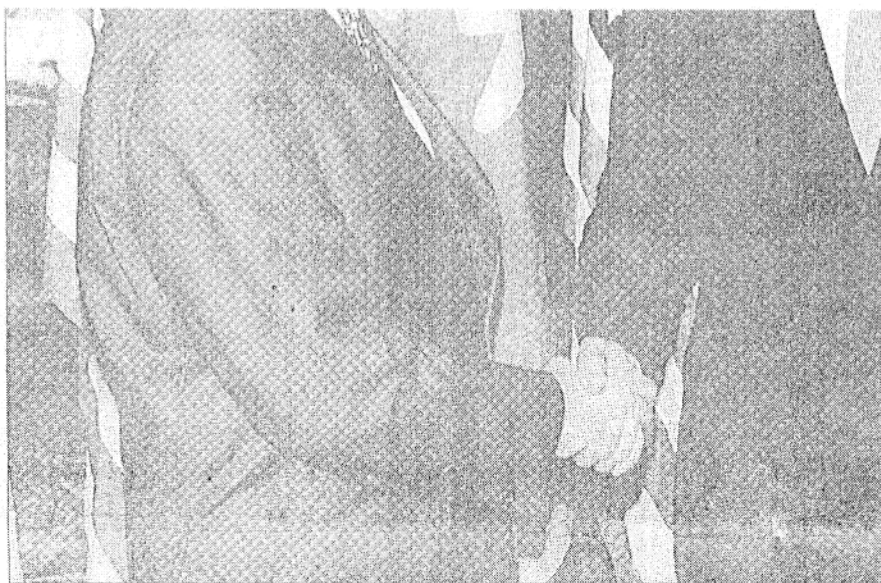
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Colin Powell, the U.S. secretary of state, denied published reports Thursday that he was set to hand over the list to the Canadian government.

"I have no such list," he said on his way into a meeting with Foreign Affairs Minister Bill Graham in Ottawa.

Across Canada, officials and analysts were greeting word of the list with a blend of vigilance and skepticism.

• See Target / A2



Colin Powell makes a face at Bill Graham before their meeting in Ottawa on Thursday. The reports Thursday that he was set to hand over a list of potential terrorism targets to the C

U.S. would want Canadian

America 'would talk to Canada' about role in attack, Powell says

By John Ward
The Canadian Press

Ottawa

If military action is needed in Iraq, the United States will look to Canada for help, says Colin Powell, the U.S. secretary of state.

Powell met with Foreign Affairs Minister Bill Graham for three hours Thursday and dis-

cussed a range of issues, including Iraq and the treatment of Canadians at the American border.

Powell said he didn't bring any "specific requests" for Canadian military help in any attack on Iraq, but told Graham the U.S. will be looking for support if Saddam Hussein doesn't cooperate with UN weapons inspectors.

"I made it clear to my league that the United States also prudently considering contingencies in the event the use of military force should be required," he said.

If the UN declined to act, the U.S. would form a coalition of "like-minded nations" to do the job, Powell said.

"At the appropriate time would talk to Canada about Canada sent ships, plan a military hospital to the F Gulf War against Iraq a c ago. Last year, it sent planes and an infantry ba

See also:
warning /

PROVINCE

BUSINESS	C1
CANADA	A11, B8, C23
CLASSIFIED	D1
COMICS	B7
EDITORIAL	B1
ENTERTAINMENT	A12
LIVING	C7
NOVA SCOTIA	A3
OBITUARIES	C22, C23
OPINION	B2
SPORTS	B3
WORLD	B8, C17, C20, C21, C23, C24



Rescuers pull woman, little boy from car

By Patricia Brooks
and Randy Jones
Staff Reporters

Heroic passersby dived into a flooded Waverley marsh Thursday to pull an unconscious woman from her submerged car and used a boom truck to rescue her toddler.

Both mother and child were

shortly before 1:20 p.m.

The car hit a stream of water rushing across the pavement just metres past Rocky Lake Quarry Ltd. and a construction sign saying Slow Down.

"Apparently, she came and hit the water and hydroplaned, lost control and ended up in the drink," said one fire official, who didn't want his name used.

RCMP spokesman Const. Peter



A0793592_120-000671

since the Sept. 11, 2001, terrorist attacks and the Stampede is no exception, Mr. Sullivan said.

Buildings are routinely scoured for bombs, while a bolstered network of plainclothes security guards and closed-circuit cameras is constantly at work during Stampede season in July.

Greenwood spokeswoman Lieut. Nicole Meszaros said the base was aware of the list through media reports Thursday morning but was unable to verify its existence.

"While there was a perceived threat, we were taking that threat seriously and increased security," she said.

For security reasons, she wouldn't cite the types of measures taken. No military police officers or guards were at the base entrance in late afternoon.

Lieut. Meszaros said the base has been extra vigilant since the terrorist attacks in New York and Washington.

Several people approached in the community didn't seem overly concerned about Greenwood being named on the list because it is too small.

"I believe there are places in Canada that could be a target, but they're important targets," said ex-military member Peter MacLean. He cited the CN Tower and sports facilities as more likely targets.

"(Terrorists) want to come down in a crowded area. ...



Tom Hanson / The Canadian Press

Colin Powell looks at Bill Graham during a news conference after their meeting in Ottawa on Thursday.

They're going to go to the main populated areas. I never gave it a second thought."

At Province House, Premier John Hamm said he was concerned to see a Nova Scotia location on the list of potential terrorist targets, but the federal government, RCMP and other agencies responsible for protecting Nova Scotians are doing their jobs.

Mr. Hamm said there's an actual list of so-called "soft spots" in Nova Scotia but he wouldn't release it.

Liberal MLA Manning MacDonald said he wanted more assurance that there's a security plan in place but Mr. Hamm said it would be inappropriate to discuss details in public.

Military officials in Halifax wouldn't say whether they were taking extra precautions.

"After the events of Sept. 11, we did bring in some heightened security measures," Lt.-Cmdr. Denise LaViolette said from CFB Halifax. "Obviously, we can't dis-

cuss them but there are measures in place to ensure the safety of our ships, our personnel and other assets.

"I can't provide you with a list of targets because folks that might have ideas would now have a list of what we think is important."

Security at facilities like the CN Tower, arguably Canada's most obvious terrorist target, has become decidedly more stringent since the U.S. attacks, said president Bob Purves.

"It's business as usual, and we are carrying on," MR. Purves said. "Our guests are safe."

The building, which attracts about two million people a year, has installed extensive security equipment, including sophisticated bomb detectors, MR. Purves said.

Tourist traffic has declined by about five per cent since the attacks, but that's more the result of an overall drop in travel, he added.

bspur@herald.ns.ca

questions, Mr. Jackson, called as a prosecution said that Mr. Avram cancelled concerts in a personal call to his Neverland ranch in Calabasas, outside Santa Monica.

"As I remember, I was in the bathroom," he whispered. "It was a private moment, I remember feeling a little bit because I was looking for the millennium shows."

He said he had started relating the shape of the singer's business advice.

"I remember dancing in the bathroom, in the mirror,"

"I was conceptualizing could do in the show."

During his testimony, Jackson smiled and looked at one stage appeared dancing to music in his life.

Mr. Avram, who paid Jackson a \$1-million US advance when the concerts with the singer "was nowhere found."

He said he had been told singer's business advice concerts were cancelled. Mr. Jackson was being paid his record label, Sony, to album.

Tolls

* continued from / A1

The corporation's 2000 annual report said total revenue "continue to be 25 per cent higher than in past years. The corporation's capital account was \$4.7 million.

But Mr. Piercey said that ration must have money for financial obligations, including bond payments, maintenance and operating costs. "We have to be prudent," he said.

Transportation Minister Russell said that at the rate, the highway could off in 15 to 20 years. At the tolls would end, he said. Russell said there is a pen paying it off early, but he knows what it is.

"I think the motorway putting awaiting the time when there are no longer any the 104," he said.

asmith@herald.ns.ca

Iraq

* continued from / A1

On border security, Graham and Powell agreed their common goal is to keep the flow of travellers and trade moving while stopping terrorists.

The U.S. has been targeting Canadians born in some Middle East countries due to security concerns. Canada opposes so-called ethnic targeting and Graham has expressed that to Powell in the past.

Powell said the U.S. has listened to Canada and does not support racial profiling, but

added that improved security is good for everyone.

"Canada is just as vulnerable as the United States (to terrorists)," he said. "There are always little problems that exist between our two nations but they always have to be seen against the backdrop of the strength of our relationship."

Graham said Canada and the U.S. have always co-operated, adding: "We're working on these issues in that spirit of co-operation."

He noted two new areas of progress:

* The U.S. has agreed to let Canadian diplomats visit a Canadian-Pakistani teen captured in Afghanistan who is being held at

the U.S. military base in Guantanamo Bay, Cuba.

* Michel Jalbert, a Quebec man jailed in Maine for a month for illegally entering the U.S., was released Thursday and was heading home. Jalbert was arrested at a gas station on the border.

Powell said the Jalbert case was "an unfortunate incident."

The two men also said they discussed ways of using technology to make passports and travel documents more secure and expedite traffic across the border.

Immigration Minister Denis Coderre suggested this week that a new high-tech ID card for landed immigrants might ease some border crossing woes.

Rescue

* continued from / A1

Three men passing by dived into the water and dragged the unconscious woman out of the submerged car, Const. Marshall said.

One woman saw people getting

Green said, but she was later listed in good condition at the Queen Elizabeth II Health Sciences Centre.

The child, taken to the IWK Health Centre, was in critical condition at 7 p.m., Const. Marshall said.

Two of the men who helped rescue the pair were taken to the Cobeguid Multi-Service Centre in



A0793592_121-000672

Aurora patrol plane makes emergency landing (The Moncton Times and Transcript)

Page 1 of 1

[BACK \ RETOUR](#)

First hit - Premier mot clé

PUBLICATION : The Moncton Times and Transcript

DATE : 2002.12.05

SECTION: News **PAGE:** A11

COLUMN: Atlantic Canada **DATELINE:** SYDNEY, N.S. (CP)

HEADLINE: <Aurora> patrol plane makes emergency landing

A Canadian Forces <Aurora> patrol aircraft with 13 people on board made an emergency landing yesterday after the crew reported fumes in the plane.

A military spokesperson in Halifax said the plane landed safely and there were no injuries, although four crew complained of minor eye irritation.

The <Aurora>, based at <Canadian> <Forces> <Base> <Greenwood>, N.S., was on training mission when the incident occurred.

In January 2000, an <Aurora> had to make a precautionary landing after an apparent electrical problem during a training flight.

The pilots declared a PAN an in-flight problem rather than an emergency when the crew smelled what appeared to be an electrical fire.

First hit - Premier mot clé

[BACK \ RETOUR](#)

Aurora makes emergency landing in Cape Breton (The Chronicle-Herald)

Page 1 of 1

[BACK \ RETOUR](#)

First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.12.05

SECTION: NovaScotia **PAGE:** A9

HEADLINE: <Aurora> makes emergency landing in Cape Breton

SYDNEY (CP) - A Canadian Forces <Aurora> patrol aircraft with 13 people on board made an emergency landing Wednesday after the crew reported fumes in the plane. A military spokesperson in Halifax said the plane landed safely and there were no injuries, although four crew complained of minor eye irritation.

The <Aurora>, based at <14> <Wing> Greenwood, was on a training mission when the incident occurred.

First hit - Premier mot clé

[BACK \ RETOUR](#)

Sea rescue of injured man cost \$115,000 (The Chronicle-Herald)

Page 1 of 2

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.12.09

SECTION: Canada **PAGE**: A11

SOURCE: The Canadian Press

HEADLINE: Sea rescue of injured man cost \$115,000

St. John's, Nfld. - The risky and lengthy rescue of an

injured crewman from a Norwegian bulk carrier off Newfoundland last week cost the military almost \$115,000.

The mission, which took place about 400 kilometres out in the freezing Atlantic Ocean, involved a new <Cormorant> <helicopter> from <Gander> and a <Hercules> aircraft, dispatched from <Greenwood>, acting as escort.

After refuelling twice, the <Cormorant> landed with the injured man at a hospital in St. John's late Wednesday about 10 hours and 1,650 kilometres after the rescue mission started.

Capt. Eric Le Marec, of <Canadian> <Forces> <Base> <9> <Wing> <Gander>, said it costs \$4,045 per hour to operate the <Cormorant>, plus a total of \$1,043 per hour for its crew of five.

Add to that the operating costs for the <Hercules>: \$4,468 per hour, plus the cost of her crew (a total of \$1,869 per hour) and the grand total of the rescue is \$114,500.

The Department of National Defence foots the bill, which includes fuel, oil changes and other regular maintenance.

But don't expect Ottawa to ask to be reimbursed. It's a necessary emergency service this country provides free of charge for anything or anyone who runs into trouble off our shores.

"If we were to start trying to capture costs, we would likely only get calls when people are in dire, dire straits," said Le Marec.

The same, however, can't be said for other countries such as Norway. Claus Hagen, chief of information with Norway's directorate of emergency planning in Oslo, said ships and companies that rely on Norway's military and coast guard equivalent are billed for rescue costs.

"I know that if there is some sort of ship that needs to be rescued, then the owners will have to pay the fee for the rescue operation," Hagen said.

"The government or the country or owner of the vessel would have to pay for the rescue operation in

A0793592_124-000675

Sea rescue of injured man cost \$115,000 (The Chronicle-Herald)

Page 2 of 2

Norway's waters."

Ola Brevik, spokesman for the Norwegian Embassy in Ottawa, added that most companies with operations in the North Sea would have the necessary insurance to cover such fees.

Le Marec said it's important that the public not lose sight of the military and coast guard's prime objective.

"Obviously, our biggest focus here is how proud we are of our people who risk their own lives to go out there and save others."

First hit - Premier mot clé

[BACK \ RETOUR](#)

Taxpayers pay \$114,500 for rescue of Norwegian (The Ottawa Citizen)

Page 1 of 1

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : The Ottawa Citizen

DATE : 2002.12.09

EDITION : Final

SECTION: News PAGE: A4

SOURCE: The Canadian Press DATELINE: ST. JOHN'S, Nfld.

HEADLINE: Taxpayers pay \$114,500 for rescue of Norwegian

ST. JOHN'S, Nfld. -- The risky and lengthy rescue of an

injured crewman from a Norwegian bulk carrier off Newfoundland last week cost the military almost \$115,000.

The mission, which took place about 400 kilometres out in the Atlantic Ocean, involved a new <Cormorant> <helicopter> from Gander and a <Hercules> aircraft, dispatched from Greenwood N.S., acting as escort.

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"I know that if there is some sort of ship that needs to be rescued, then the owners will have to pay the fee for the rescue operation," Mr. Hagen said.

First hit - Premier mot clé

BACK \ RETOUR

N.S.-bound Cormorant diverted to base in B.C. (The Chronicle-Herald)

Page 1 of 2

BACK \ RETOUR

First hit - Premier mot clé

PUBLICATION : The Chronicle-Herald

DATE : 2002.12.10

SECTION: NovaScotia PAGE: A3

SOURCE: The Canadian Press

HEADLINE: N.S.-bound <Cormorant> diverted to base in B.C.

<Greenwood> - One new search-and-rescue <helicopter> originally bound for an airbase in Nova Scotia has been diverted elsewhere.

A defence spokeswoman at <CFB> <Greenwood> said Monday it's not clear when they'll receive extra Cormorants.

The delay means aging <Labrador> helicopters, which were to retire in July, will be kept in operation until September.

The base in the Annapolis Valley, which is the principal

search-and-rescue airbase on the East Coast, has only one of the new <Cormorant> helicopters.

The additional <chopper> has gone to <Comox>, B.C.

The new choppers will replace the 1960s-vintage twin-engine Labradors, the main search-and-rescue <helicopter> for the Canadian Forces for the past 40 years.

Not only are the Labradors getting harder to maintain, but in some cases they've been downright dangerous. Two <Labrador> pilots and four crew members from 413 Squadron were killed in a routine search-and-rescue mission in Quebec on Oct. 2, 1998.

Last March, a crew barely escaped injury when a Labrador's rear rotor spun out of control and struck the fuselage and a fuel tank while the aircraft was preparing to take off.

The Nova Scotia base currently has three Labradors. Maintenance requirements mean there are times when there are no helicopters on standby from <Greenwood>.

The Labradors will remain the primary search-and-rescue <helicopter> over the next several months while crews train on the new <chopper>, which can fly faster, for longer distances and in worse weather.

First hit - Premier mot clé

BACK \ RETOUR

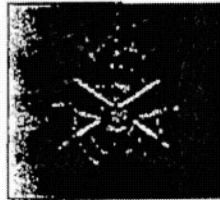
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JOB #972

DATE	TIME	TO/FROM	MODE	MIN/SEC	PGS	STATUS
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Date

3 August 2004

File No/No dossier

To/A: Liana Burden

From/De: DHH

Fax/Télécopieur #: (604) 517-8650

Fax/Télécopieur #: 990-8579

Number of pages/Nombre de pages: 7
(Including cover sheet/Incluant la page couverture)

Hi Liana,

Here is the answer to your inquiry regarding Hmcs Oriole.

Stephanie Burden
Inquiries Desk

I certify that the attached documents are not classified and are suitable for transmission via non-classified means.
Je certifie que les documents ci-joints ne sont pas classifiés et peuvent être transmis par des moyens non-classifiés.

If problems with transmission call
En cas de problèmes de transmission, communiquez au
998-7058

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Filing Cabinet Guide: Inquiry Reference Material

underline

This filing cabinet contains material on a wide variety of topics. Some files will be good sources, or at least good starting points, for many inquiries. Before beginning your research in the collections take time to scan this reference guide as it may cut down the amount of time spent on each inquiry. The material in these files is by no means comprehensive but they do contain some valuable information. The more relevant files have had their contents itemized to provide a better overview of the material.

Please feel free to add material to any existing file in order to enhance its relevance and please do not hesitate to add new files that may help with future inquiries.

Drawer 1: A-C

A

Abbreviations & Codes

Abbreviations

Aboriginal People – Military Service

- Published material from the Canadian government regarding the history of Aboriginals in the Canadian military.
- Biographies of certain individuals and a collection of documents on this topic
- Inquiry concerning Aboriginal participation in the two world wars.

Access to Information Act

Accommodation & Move

ABCW (Nuclear Policy)

Aerobatic Teams (RCAF & Navy)

Aerospace Medicine

Agent Orange

Aid to Civil Power

Air Command (Organization Charts)

Air Fields – Western Europe

Air – Headquarters & Promotion

Air Officers (Retired)

Aircraft Crashes

- Inquiries and responses regarding aircraft crashes,
- Disposals of crafts,
- Salvage procedures/regulations,
- Reports of crashes and investigation report #2137.

Aircraft – General

Aircraft & Helicopter Types

Aircraft Holdings since 1952

A cont'd

Aircraft Industry

Aircraft Markings

Aircraft – RCAF

Aircrew Logbooks RAF

Allard Biogs

Allard Interview “Gens de chez nous”

Allied Forces

Alphabets

Ambassadors

ANAVETS (Army, Navy & Airforce Veterans in Canada)

Anniversaries

Archaeological sites

Armed Forces

- History of the Canadian Army
- History of the regimental system (in English and French)
- Address on The Canadian Forces Reorganization Act by Paul Hellyer
- List of army units and squadrons who participated in D-Day
- News releases

Armed Forces Council/Conseil des forces

Armed Forces Day

Armed Forces – History

- History and documents of the organization of land and air forces in Europe from 1950-1970
- History of the Special Service Force
- References for regimental histories
- RCAF station Claresholm
- Canadian units that served in Belgium
- Unification of Canadian Armed Forces
- RCAF
- 1 BN The Essex Scottish Regiment
- Canada and the War at Sea 1939-1945
- Canadian Airborne Regiment
- Canadian Airborne Regiment
- CFB Winnipeg
- CFB Cornwallis
- CFB Greenwood
- Maritime Command Headquarters
- CFB Chilliwack
- CFB North Bay
- CFB Galetown
- CFB Montreal
- 16th Field Company Royal Canadian Engineers
- RCN

A cont'd

Armed Forces Strengths
Armed Forces Unification
Armistice
Armoured Train
Arms Control
Army
Army Aviation – Pre-Unification
Army Headquarters & Formation
Army Organization
Associate Minister
Atomic Veterans
Atrocities
Aviation (Civil)
Aviation in Canada
Aviation Museums
Avro-Arrow
Awards

B

Badges, Insignia, Awards, Pay
Badges, Flags and Uniforms
Bands – Military
Bands – Recordings
Battle of the Atlantic

- Pamphlet published by Veterans Affairs
- History in French and English

Battle of Britain

- Historical summary

Battle – Hong Kong
Battle Honours

- Honours prior to the First World War
- First and Second World War
- Newspaper articles
- Inquiries and replies
- British Army,
- Protocol and instructions

Battles
Beaumont Hamel Memorial
Belgium
Bibliographies

- Official Histories

B cont'd

- Women with the Canadian Forces
- Canadian Forces
- Royal Canadian Navy
- Canadian Army
- Royal Canadian Air Force
- Peacekeeping operations
- WWI Canadian Women Workers
- Boer War
- Dresden
- Hiroshima
- Coventry
- Historical Writings by Canadian Soldiers
- Reichswald and Hochwald Campaign
- University contributions to war effort
- Royal Canadian Regiment
- Liberation of the Netherlands
- Italian Campaign
- Ferry Command
- Armed Forces Staff
- Causes of war
- British operations in Cyprus
- Military uniforms
- Monte Cassino
- Normandy Landings
- Russo-Finish War
- Electrical and Mechanical Engineers
- Unit Histories

Bibliographies (Medical)

Bishop, "Billy"

Book Dealers

Book Reviews

Brigades in Canadian Military History

British Army – Lists of Officers and Soldiers

Burial, Military

Burma

C

CF Emblem

CF Organization Orders

C.M.H.Q. Historical Reports – Index

C cont'd

Calendar 1800-2050

Camouflage

Camp Borden

Camp X

Canada

Canada Memorial Foundation

Canadian/American Defence Relations

Canadian Expeditionary Force (CEF)

- Union list of nominal rolls
- Enlistments by provinces and by religion

CEF 1914-1919: Documents held at other archives

Canadian Forces Dental Services School UIC 1922

Canadian Intelligence Corps

Canadian Merchant Ship Losses 1939-1945

Canadian Ministry

Canadian Patrol Frigate Project

Canadian Rangers

Canadian Scottish Regiment

Canadian Security & Intelligence (Bibliography)

Canadian War Museum – Archives

Casualties (see also statistics)

- Statistics of First and Second World War
- Korean War and Hong Kong
- Enlistments
- Casualties
- Discharges
- Fatalities by province
- Roll call
- Canadian peacekeepers roll of honour
- Personnel strength
- Historical info and background

Cataloguing terms (English, French)

Ceremonies

Chiefs of the Defence Staff

Chiefs of the Defence Staff – sources

Chinese Labourers

Civil Aviation (International)

Civilians – Evacuation of

Class E (RCAF Reserves)

Clayton Knight Committee

Coast Defence

Colours

Commanders of Commands

Commanders List

C cont'd

Commissionaires, Canadian Corps of
Commonwealth
Commonwealth War Graves Commission
Compagnies Franches de la marine
Concentration Camps
Convoys
Co-op Students' work term reports
Copyright
Corps (disbandment)
Court Martial Records
Courts of Inquiry

Drawer 2: D-O

D

D-Day
Dates in Canadian History
Decorations — Foreign
Decorations / Medals

- Answers to inquiries
- Most decorated soldier of WWII
- Military Medal Canadian Recipients 1916-1922
- Info on various medals
- Regulations and orders
- V.C. recipients and next of kin
- Bibliographies
- Some material is in French

Defence Information Services
DEW Line
Dhist — General
Dieppe
Director of Women Personnel (office files 1958-1990) NDHQ
Division Size / Chart — U.S. & Canadian
Divisional Strength
Drumhead Services

E

Egypt — History
Engineers — Sons of Martha
ENIGMA
Escape Aids
Esquimalt

E cont'd

Executions

- Executions in Canadian Forces
- Newspaper clippings
- Magazine articles
- Trial of Canadian Soldiers

Exercise Strong Resolve 95

F

Ferry Command

Field Kits – Officers

Finding Aid (NAC) Crew Lists – RCN Ships

First Special Service Force

Franks' Flying Suit

Freedom of the City / Droit do Cite

French Canadians & War

- Inquiry replies
- Participation des Canadiens Français a la Grande Guerre
- French Canadian Participation in War 1763-1914, 1914-1919, 1939-1945, 1951-1953
- List of French-speaking units

French Language Units

- Previously existing French language units
- Newly designated French language units
- List of French speaking units 1939-1945

G

Genealogy Research

- Aids for tracing genealogy
- The Dictionary of Genealogy
- Bibliography of books that will help in a search
- Tracing your Ancestors in the Public Record Office
- Guide to personnel records of WWII
- Admiralty records as sources of biography and genealogy

German Naval Technology

Germany – History

Guide to Personnel Records Information

Guide to Services for Researchers at the National Archives of Canada

Gulf War 1991

Gun carriages

H

Habbakuk

Heraldry

Helmet, Steel, Mark III

Heritage Buildings

"High Flight"

Highland Regiments

Hoax

Hong Kong

- Correspondence re: satellite museum at Lei Yue Mun
- Newspaper articles about fall of Hong Kong
- Inquiry answers
- Operations in Hong Kong 8-25 Dec. 1941

Hungary

I

Income Tax Regulations – Military

Information regarding servicemen/women post 1968

Intelligence

Internment

Internment Camps

- Inquiry answers, statistics – arrivals of prisoners of war
- Articles
- Files concerning Japanese internment during WWII
- Camp X aliases
- Scarlet to Green: A History of Intelligence in the Canadian Army 1903-1963
- Internment Operations

Irish Canadian Rangers

Italy – troops in

J

Jackson Papers – index

Jacques Cartier

Japanese Evacuation from B.C.

Jordan – History

K

Katyn Forrest Massacre

Korean War Casualties

- Statistics
- Inquiry answers
- Canada's involvement in Korea

K cont'd

Kuwait – History

L

Lac St. Denis

Laghouet (Algeria)

Lancaster

Libraries – DND

Lineage

Logistics

Loran – files

Lord Strathcona's Horse (Royal Canadians)

M

Malta

Manèges militaires – Québec

Marine Squadron & RCASC Vessels

- Report on Eastern Hemisphere Operations 1943-1944
- WWII RCASC Vessels

McCrae, John

McKeever, Major Andrew

McDermott

McWilliams, Jack Fls

Mascots

Medak Project

Medals

Medical Services

Medical Services School (Canadian Forces)

Memorial Chambers

- Photographs
- Write-ups on various battles and wars
- Battle honours
- A Guide to the Memorial Chamber of the Peace Tower Parliament Buildings Ottawa
- Theatres of Operation
- Inquiry answers
- Pamphlet

Merchant Marine

- Losses in Battle of the Atlantic
- Newspaper articles
- Losses in St. Lawrence area 1942
- References

M cont'd

- Inquiry answers
- List of Canadian Merchant Ships lost or damaged by Enemy action

Messes

Microfilm – shelf list

Mid-Canada Line

Military Museums

Ministers of National Defence

- List of former ministers
- Biographies of various ministers
- Pictures of ministers of militia and national defence 1867-1978
- Official photographs of ministers of national defence

Ministers' Office Staff & Admin Procedures (DND)

Montreal

N

National Archives "The Unknown Soldier"

National Defence

National Defence (Deputy Ministers)

National Defence Expenditures

National Defence S.I.N.

National Defence Spending

Naval Aviation

Naval History Sources

Naval Inquiries – guide to Dhist sources

Naval Reserve

Naval Reserves – Active Service

Navy Bases (RCN)

Navy Cruises & Photos

Navy (RCN) – Deaths

Navy – General

- Canadian naval strength by category 1948-1993
- Number of personnel in RCN
- Inquiry answers
- Newspaper articles
- Naval messages
- Minutes of proceedings and evidence
- Divisional strength and active service RCNVR
- The First Year of Canadian Operational Control in the Northwest Atlantic.

Navy (RCN) – History

- History of RCN
- Chronology of events 1910-1960
- Newspaper article re. Bomb attack

N cont'd

- Plan for official history of RCN

Navy – Merchant Marine

New Brunswick – history

New York, New York

Nobel Peace Prize 1988

NORAD

- NORAD History – bibliography
- Royal Canadian Air Force at War 1939-1945
- Fact Sheets – U.S. Space Command
- Maps
- NORAD Interceptor Forces
- News Release
- Command Relationships
- Relationship between NORAD and NATO

North

North-West Canada – WWII

North-West Staging Route

Nuclear Accidents

Nuclear Co-operation

Nursing Sisters.

O

Oaths of Allegiance

October Crisis 1970

Officer Training

Open Ships, concepts, treaty, etc.

Operation Gamescan

Operational Wings

- Wings of the Canadian Armed Forces 1913-1972
- Description

Origins of name “Halo”

Drawer 3: P-S

P

Palestine – Survol historiques

Patches – Formation

Pay Services

Peacekeeping

P cont'd

- Canadian Who Have Died in the Service of Peace
- PKO Summary
- Articles
- The Canadian Peacekeeper
- Peacekeeping Contingents for Dedication Day 8 October 1992
- Inquiry answers
- Copies of published material
- Peacekeeping and Humanitarian Operations Cost Estimates
- Canada and the UN
- Cyprus
- Canada's Contribution to International Peacekeeping
- Bibliography
- Peacekeeping Reports
-

Peacekeeping Roll of Honour

Perpetuation

Photo captions

Photo Flash Bomb

Photos – RCN

Photo Unit – Prefix guide

Photographic Ordering

Pinetree Line

Plaques & Memorial Scrolls

Poland

Portugal

Post Hostilities Problems

- Defence in the Interwar Period
- Inquiry Answers
- Copies of archive material from NAC

Postal Histories – File Listings

Precedence

Press (Military)

Prisoners of War – Canada

- Internment Operations in Canada during WWII
- List and Locations of Internment Camps in Canada
- Internment Operations 1914-1920
- Arrivals of Prisoners of War
- Inquiry Answers
- Reports on Interrogation of German POWs
- Stories of Escape
- Articles

Prisoners of War – Europe, Japan, etc.

- Articles (English and French)
- Bibliography of material

P cont'd

- Statistics
- Associations
- Inquiry Answers
- International Labour Review
- Reports on interrogation
- Information Bulletin
-

Prisoners of War – RCAF

Prisoners of War – Russia

- Aide-Memoire for the Minister re: POWS in the Soviet Union
- Information Bulletin
- Articles

Privacy Act

Public Record Office

Public Works

Publications

Publishers of Canadian Military History (small)

Publication Centre

Q

Québec British Garrison

Québec Command

Québec – Histoire militaire

Queen's Scarf

R

Racist Organizations

Radar Stations

Restigouche (Battle of)

RCAF – 408 Squadron

RCAF – 419 Squadron

RCAF – 429 Squadron

RCAF – Air Council Members

RCAF – Air Force Establishments

RCAF – Airfields

RCAF – Battle Honours

RCAF – Canadian Fighter Pilots' Association

RCAF – Enrollment, Graduates, Served

RCAF – General

- The Evolution of Canadian Aviation Policy Following the First World War
- Brief history of the RCAF

R cont'd

- Inquiry Answers
- Explanation of titles in the coding instructions
- Personnel statistics
- War bombing photo index
- Weekly Orders
- Sir Arthur Harris Papers finding aid
- Articles

RCAF – History Pamphlets

RCAF – Home War Establishment 1939-45

RCAF – List of people who died

RCAF – Medals, Decorations & Badges

RCAF – Operational Wings Award

RCAF – Pilot Log Books

RCAF – Queen's Colours

RCAF – RAF Ground Crew List

RCAF – Repair Detachments

RCAF – Scores of Aces WWI

RCAF – Sectional Histories

RCAF – Squadrons

- Newfoundland
- Summary of RCAF Squadron Numbers formed after 1 Feb 1968
- List of Squadron histories published in Roundel
- RCAF Overseas Squadrons 1939-1945
- RCAF Squadrons in WWII
- 439 Squadron: List of Commanding Officers
- Appointment of King's or Queen's Harbour Master
- Inquiry Answers
- Canadian Contingent UNFICYP 1967 to Present
- No. 417 Squadron
- Continuity of Command
- No. 442 Squadron files
- 6 Bomber Group Squadrons and Stations
- Coastal Command Order of Battle, Strength and Availability
- Canadian Forces Flying Squadron Standards

RCAF – Squadron Anniversaries

RCAF – Stations

- Newfoundland

RCAF Tartan

RCAF Training Schools

RCAF – Vol. II Maps & Graphs

RCE

RCEME

RCIC

Red Baron

R cont'd

Red Patch List (1st Canadian Division)
 Regimental Marches
 Regulations (Air, Army, Navy)
 Remembrance Day / Jour de Souvenir
 Repatriation of Soviets
 Reports – Gerda Munsinger
 Reserve Forces of Canada
 Resumes – Researchers for Hire
 Retirement Policy
 Rifle
 Royal Canadian Artillery (RCA)
 Royal Canadian Dental Corps
 Royal Canadian Engineers – General
 Royal Canadian Engineers – Veterans
 Royal 22e Regiment
 Royal New Brunswick Regiment

S

Sable Island
 Saint-Jean, Île D'Orléans
 Sandbostel
 Scottish Units
 Second World War Political
 Senior Military Position
 Sentinel Article (Beret of many colours)
 Service & Regiment numbers
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 Ship – Station, Bases, Pennant, Lists

- Pennant List of the Canadian Fleet
- Canadian Naval Shore Establishments WWII
- HMS Hood Survivors
- Admiralty Orders
- Military Publications
- List of Commanding Officers of the Edmonton Half Company, Edmonton Division, and HMCS Nonsuch
- Royal Canadian Navy Bases
- Ships of the Royal Canadian Navy 1910-73
- HMC Ships Stationed on Pacific Coast May 1910-June 1973

 Ships Badges
 Ships Bells – List
 Ships (HMC) – Brief History

- Ships of the Royal Canadian Navy 1910-1973
- Fact Sheets

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- Admiralty House – Halifax
- Inquiry Answers
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Ships – Fleet Composition & Ship replacement

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- Supplementary Report Organization, Equipment, Despatch and Service of the Canadian Contingents during South African War
- Inquiry Answers
- List of soldiers who participated
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Women's Services

World War II Interned Women in Kingston Penitentiary

Y

Yukon



National Defence

Défense nationale

Directorate of History and Heritage

Direction - Histoire et patrimoine

101 Colonel By Drive
Ottawa, Ontario K1A 0K2

101, promenade Colonel By
Ottawa (Ontario) K1A 0K2

1325-0103

13 April 2011

Canadian Forces Base Esquimalt
PO Box 17000 Stn Forces
Victoria BC V9A 7N2

Attention: Captain (N) C.A. Baines

ANNUAL HISTORICAL REPORT

References:

A. CFAO 71-7

B. 0103-1326-1 (BComd/RDIMS 139703) 24 March 2011

1. The 2010 Annual Historical Report for Canadian Forces Base Esquimalt recently arrived at the Directorate of History and Heritage.
2. Thank you for taking the time to produce a report which will be useful to future researchers.

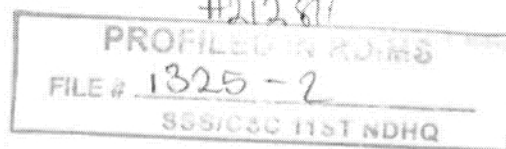
Valerie Cosboun

for

Dr. Steve Harris
Acting Director
Directorate of History and Heritage

Canada

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Victoria BC V9A 7N2



0103-1326-1 (BComd/RDIMS 139703)

24 March 2011

Distribution List

CANADIAN FORCES BASE (CFB) ESQUIMALT
ANNUAL HISTORICAL REPORT (AHR) - 2010

References: A. CFAO 71-7

B. CANFORGEN 014/11 CMP 006/11 271942Z JAN 11

C. Canadian Forces Base Esquimalt - Annual Historical Report for 2010 (enclosed)

1. In accordance with references A and B, enclosed at reference C is the 2010 Historical Report for Canadian Forces Base Esquimalt, Unit Identification Code 0103. This report covers the period 1 January to 31 December 2010.

2. Canadian Forces Base Esquimalt, under the command of the Commander Maritime Forces Pacific and Joint Task Force Pacific, met its assigned objectives for 2010.

C.A. Baines
Captain (Navy)
Base Commander

Enclosure: 1

Action

NDHQ Ottawa//DHH

Information

MARPACHQ//J02 SSO Admin
NDHQ Ottawa//CMS
Base Museum

Canadian Forces Base Esquimalt
PO Box 17000 Stn Forces
Victoria BC V9A 7N2

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//Original Signed By//

C.A. Baines
Captain (Navy)
Base Commander

Enclosure: 1

Action

NDHQ Ottawa//DHH

Information

MARPACHQ//J02 SSO Admin
NDHQ Ottawa//CMS
Base Museum

CANADIAN FORCES BASE ESQUIMALT ANNUAL HISTORICAL REPORT – 2010

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BRANCH HEAD ASSESSMENT

PART I – BASE COMMAND

1. Base Command is comprised of two offices: Base Chief of Staff and Base Chief Petty Officer; providing executive-level support to the Base Commander.

EXECUTIVE BRANCH

2. The Base Chief of Staff (BCoS) is the Branch Head for the Base Executive Branch (BExec). The Branch consists of a number of specialist sub-elements whose primary function is to provide a high level of staff support to the Base Commander, with some elements (Executive Administration, Public Affairs, Base Manual Party and Base Manpower Control) providing services to or for the broader Base and/or the Formation. In addition, the Base Executive Branch administers the Navy Lighting Program, the Formation Government of Canada Workplace Charitable Campaign (GCWCC), Armed Forces Day and the Historic Summer Tours Program.

3. The mission of the Executive Branch is to provide executive support services to the Base Commander and specialized support to the Base and Formation.

4. The Branch has experienced a significant turnover in BExec staff and the maintenance of continuity has been a priority. The Base Commander had a Change of Command on 06 July 2010 where the position was handed from Captain (Navy) Hallé to Captain (Navy) Baines. The Executive Administrator (EA) position was dissolved and the duties subsumed into the Base Chief of Staff position. Also, both the BCoS and Base Chief Petty Officer (BCPO) positions changed out this year.

6. Through 2010, the Branch once again experienced the expected demands of taskings and events associated with supporting the Base Commander and when required, the Formation at large. Throughout the year, all members of the Branch displayed commendable dedication, flexibility and professionalism.

PROJECTS AND INVESTIGATIONS OFFICER

7. With the change out of a variety of Base Branch personnel, 2010 was yet again a year of relationship building, information exchange and educational awareness. The Projects and Investigations Officer (P&IO) continued throughout the year as a consulting resource in assisting Base Branches in their preparation and delivery of both Ethics and Harassment presentations. Ongoing as well was liaison with Base Ethics Coordinators and Workplace Relations Advisors in order to ensure Branch personnel were aware of and familiar with the information and resources at their disposal. Through the venue of employment equity, Base representation was as well established on all four MARPAC Defence Advisory Groups – Visible Minority Advisory Group; Defence Women's

Advisory Group; Persons With Disabilities Advisory Group; and Defence Aboriginal Advisory Group. There were two harassment complaints submitted during the calendar year. Only one of the complaints culminated in an Administrative Investigation. It remained ongoing as 2010 concluded.

BASE PUBLIC AFFAIRS

8. The Base Public Affairs Officer (BPAO) acts as the advisor to the Base Commander on all matters related to public affairs for CFB Esquimalt. As such, the BPAO is responsible for liaison with the media, local community organizations and the general public on all issues of public interest. The BPAO participates as well in all emergency responses such as nuclear, hazardous materials spills, etc., and also functions as an editorial advisor to the Base Newspaper, the LOOKOUT, and the CFB Esquimalt Internet website.

9. 2010 was an extremely busy year and the first time in many years that the office has been staffed with only two people. Due to cutbacks we have been unable to hire a Reserve Officer to provide back up and flexibility during the absence of the BPAO for training and deployments.

10. CFB Esquimalt was the co-host with the municipality of Esquimalt for the community event in celebration of the Special Olympics. This office was heavily involved providing both public affairs and planning support to the event.

11. 2010 marked the Canadian Naval Centennial (CNC) which resulted in increased interest of our tour program. Nearly 1500 youth visited the Base as part of the special CNC tours during January to April. The 16th Annual Historic Summer Tour Program administered by Base Public Affairs also saw an increase due to the Centennial with approximately 3200 visitors. Two University of Victoria co-op students conducted historical walking and drop-in bus tours to local and international visitors during the period June through August. The tour guides were given a full view of Navy life by visiting many units and going on a day sail so that they could provide better detail during their tours.

12. For the 16th consecutive year, the Base Public Affairs Office liaised with the United Way of Greater Victoria for the Government of Canada Workplace Charitable Campaign (GCWCC). The Base Commander is the local Department of National Defence (DND) Chair of the GCWCC and the Campaign Coordinator is Mrs. Vicki Laidlaw. The local DND 2010 campaign was conducted between September and December, raising over \$759,000.

13. December marked the 23rd annual Navy Christmas Lighting Contest, which attracted nearly 5,200 visitors who toured Naden and Her Majesty's Canadian Dockyard on buses. This event is a morale and welfare event and also a fund/food raiser for the

local community Mustard Seed Food Bank. Over \$18,000 in cash and non-perishable food items were donated by visitors.

BASE AWARDS PROGRAM

14. The Base Awards Committee consists of EA to the Base Commander, the Base Chief Petty Officer and the Base Chief of Staff. During the past year, the following awards have been presented:

Type of Award	Number of Awards	Total Value
Special Awards	1	\$350.00
Base Commander Recognition Awards	19	\$0 - Certificates only
Base Commander's Commendation	36	\$0 - Certificates only

BASE CHIEF PETTY OFFICER

15. Personnel. The staff consists of the Base Chief Petty Officer and three Senior Non-Commissioned Members. Control of the Base Manual Party (BMP) was moved to the MARPAC/JTF(P) Personnel Co-ordination Center (PCC) in December 2010 and Petty Officer Second Class M. Johnston, I/C of BMP is no longer in the Base Exec Branch Chain of Command. The Base Chief, Chief Petty Officer First Class P. Ford was replaced in August 2010 by Chief Petty Officer First Class D. Markin. The Base Chief Petty Officer's Clerk, Petty Officer First Class K. Thom was replaced in June 2010 by Petty Officer Second Class S. Seaward.

16. Events. Events supported by the office of the Base Chief Petty Officer throughout the year included:

- January:
 - Blood Donor Clinic
 - Support to Coxswain's Course
 - Career managers brief setup
 - NEIP Support
 - Olympic security support
- February:
 - Opening of British Columbia Legislature
 - Blood Donor Clinic
 - Olympic security support
 - CNC Bell casting
 - CNC Bellrope presentations
- March:
 - Blood Donor Clinic
 - Primary Leadership Qualification Course Graduation

- April:
 - Blood Donor Clinic
 - End of an Era (WWI Ceremony)
 - NELT Support
 - Preparations for Royal Visit of Princess Alexandra for Queen's Own Rifles Cairn Dedication
- May:
 - God's Acre Candlelight Tribute
 - Blood Donor Clinic
 - Freedom of the City Parade
 - NEIP Support
 - Primary Leadership Qualification Course Graduation
- June:
 - Blood Donor Clinic
 - Support for Fleet Review
 - Governor General Guard
 - Parade of Nations
 - NEIP Support
 - MARPAC Appreciation Barbeque
 - BComd awards ceremony
 - Primary Leadership Qualification Course Graduation
- July:
 - RAVEN Program
 - Blood Donor Clinic
- August:
 - Symphony of Splash
 - Peacekeepers Parade Ceremony
 - Raven Program Graduation
 - WWII 65th Ceremony
 - Formation Family Fun Day
 - MARPAC Change of Command
 - Support to Naval Environmental Leadership Training Course
 - Ride for Dad across Canada Wrap-up
 - NEIP Support
 - Navy 10K run
- September:
 - Blood Donor Clinic
 - Government of Canada Workplace Charitable Campaign Kick-off
 - NEIP Support
 - MARPAC Expo Education and Career Fair
- October:
 - Blood Donor Clinic
 - NEIP Support
 - NELT Support
 - Primary Leadership Qualification Course Graduation
- November:
 - Remembrance Day Ceremonies
 - Blood Donor Clinic
 - Veterans and Seniors Christmas Luncheons
 - Second Career Assistance Network Seminar Support

- December:
- Junior Ranks Christmas Dinner
 - Veterans and Seniors Christmas Luncheons
 - Government of Canada Workplace Charitable Campaign Closing Ceremony
 - Annual Navy Lighting Program
 - Primary Leadership Qualification Course Graduation
 - Assisting Officer Course support

17. Miscellaneous Ceremonies/Events/Functions. Miscellaneous events throughout the year included:

- a. Summary Trials by Base Commander: 0;
- b. Courts Martial: 3;
- c. Defaulters: 36;
- d. Funeral/Memorial Services: 4;
- e. Blood Donor Clinics: 11; and
- f. LOOKOUT newspaper delivery (weekly).

18. Parades. Parades throughout the year:

- a. Battle of the Atlantic (May);
- b. Vimy Ridge (May);
- c. Exercising Freedom of the City (May);
- d. Victoria Day Parade (May);
- e. Esquimalt Buccaneer Days (June);
- f. Parade of Nations (June);
- g. Canada Day Parade (July);
- h. Base Change of Command (July);
- i. United Nations Peace Keeping Memorial Day Ceremony (August);

- j. MARPAC Change of Command;
- k. Remembrance Day Parades (November); and
- l. Base Divisions (Feb, April, and November).

19. Base Manual Party. The man hours has decreased from the previous year even though a much busier year due to lack of personnel. The following is a breakdown of person-hours the Base Manual Party devoted to events throughout the year:

Major Events	Person-Hours
- CNC (including Navy Day and IFR and support to JTF Games)	2200
- Support to OP PONTOON	150
- MARPAC Change of Command	300
- God's Acre Candlelight Tribute	150
- Victoria Day Parade	100
- Esquimalt Buccaneer Days	100
- Formation Appreciation Barbeque	250
- MFRC Family Fun Day	260
- Remembrance Day	240
- Battle of Atlantic Ceremony	220
- Peacekeeper's Memorial Ceremony	100
- WWII Memorial Ceremony	100
- Royal Visit of Princess Alexandra for Queen's Own Rifles Cairn Dedication	140
TOTAL	4310

Minor Events/Activities	Person-Hours
- BC Legislature Opening	80
- "Ride for Dad" Support	40
- Tribal Blessing	60
- Base Commander's Change of Command	20
- Support to 2010 United Way Campaign	80
- MND Visit	60
- Support for CF Leadership Forum	80
- Support for CF Hockey Referee Clinic	40
- Career Manager Set-up/tear downs	80
- Naval Officer Training Centre Graduations Set-up/Tear downs	80
- RAVEN Graduation Set-up/Tear-Down	60
- Blood Donor Clinics Set-up/Tear Downs	120
- Maritime Forces Pacific Expo Education and Career Fair	40
- Pacific Activity Centre Set-up/Tear Downs (Second Career Assistance Network Seminars, Briefs, etc.)	120
-Base Museum Support	150
- Distributing Pamphlets	140
- Distributing Base Information Guides	200
- Town Hall Set-up/Tear Downs	200
- Base Commander's Driver	120
- Learning and Career Centre/Pacific Fleet Club Briefs Set-up/Tear downs	200
- Base Divisions	100
- LOOKOUT Deliveries	100
- Naden/Dockyard Sign Changes	100
- Miscellaneous Support to Base/Organizations	2700
TOTAL	4890
GRAND TOTAL	9200

BASE CHIEF OF STAFF

20. The Base Chief of Staff (BCoS) functions as a combination Executive Officer and Special Advisor to the Base Commander, along with some of the traditional Chief of Staff inter-Branch high-level liaison. The billet is filled by a Regular Force Logistics Officer. The position closely interacts with the Base Branch Heads, as well as the Base Executive Branch and Base Chief Petty Officer, and draws administrative support from the Base Executive Branch.

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21. Aside from standard staff churn, the following activities were prominent in 2010:
- a. Base Order of Military Merit Selection Board Chair;
 - b. Base Personnel Evaluation Report Ranking Board Chair (Lieutenant(N)/Captain and Lieutenant Commander/Major);
 - c. Base Office of Primary Interest for the Fleet Command Team Seminar;
 - d. Base Coordinator for turnover briefs to Commander MARPAC and Commander Canadian Fleet Pacific;
 - e. Base Human Resource Observation and Automated Establishment Report Co-ordination;
 - f. Base Lead for Strategy Session Development;
 - g. Planning for Exercise PLATE SHIFT;
 - h. Attendance at Federal Senior Managers Forum;
 - i. Service Level Agreements: Museum, Postal and Canadian Special Operations Force Command (ongoing); and
 - j. Business Continuity Planning – Formation and Level 3 high-level BCP, background planning for detailed Base BCP, plus initial set-up and governance to establish the Base Team for future development of the Base and Formation Plans.

PART II – BASE ADMINISTRATION BRANCH

GENERAL/BRANCH EXECUTIVE

22. The mission of the Base Administration Branch is to provide support and training to CFB Esquimalt and its integral and lodger units, and to contribute to quality-of-life initiatives for the benefit of Canadian Forces members, DND Public Service employees and Non-Public Funds employees' quality of life initiatives.

23. Commander D.R. MacKeen retains responsibilities as Base Administration Officer which he assumed in July 2009. Ms. Kristina Ross, Acting Staff Officer, in September. Ms. Lauren Smith, Information Security Officer, acted in her substantive position of Budget Manager from September to December. In December, Sub-Lieutenant Quinn Cope joined Base Administration as Staff Officer. Chief Warrant Officer Neil Townsend remained as the Branch Chief.

BASE PERSONNEL SELECTION OFFICE

24. The Base Personnel Selection Office is responsible for counselling and assessing CF members for occupation reassignment, occupation transfer, in-service commissioning and special employment programs.

25. The Base Education Officer, within the Base Personnel Selection Office, provides CF members with guidance for education upgrading, information on education reimbursement programs, and assistance with Individual Learning Plans. In addition, the office provides career counselling for CF members preparing to leave the military.

26. A major program saw a change in 2010. The former Job Placement Program by Veterans Affairs Canada has been introduced as Career Transition Services. This program is offered to all military members and a significant change is that members no longer need an official notification of release to access one-on-one counseling or to attend a career transition three day workshop. The Career Transition Services Workshops are held once a month at this location.

27. CANFORGEN 094/10 Education Reimbursement for Ill and Injured Personnel was released just before summer, outlining a process to assist these members to upgrade their education in preparation for transition to civilian employment. The Education Services/Base Personnel Selection Office work with the Integrated Personnel Support Centre/Joint Personnel Support Unit, Health Services/Case Managers, and Service Income Security Insurance Plan/Veterans Affairs Canada to ensure services regarding education reimbursement are appropriately coordinated. There were an additional 58 files tracked under this category.

28. Students subsidized to attend local civilian universities and colleges are supported by the University Liaison Officer representative. The number of students slightly dropped in 2010 but is expected to go to a new high in 2011. In September 2008 there were 40 subsidized students; in July 2009, there was a high of 57 students and finally in December 2010 it went down to 50.

29. The following activities supported the main function of the office:

- a. 196 Personnel Selection Interviews were conducted;
- b. 156 Psychological tests (e.g., CF Aptitude Test) were conducted; and
- c. 321 counselling interviews were conducted.

30. The following activities were conducted in support of education services:

- a. 639 education counselling interviews were conducted;

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- b. 226 Individual Learning Plans were registered;
- c. 276 Education Reimbursement and Skills Completion claims were completed for a total amount of \$475,344.94; and
- d. 54 exams were invigilated for various university/college programs.

31. The following activities were conducted in support of counselling for members leaving the CF:

- a. 206 individual counselling sessions were conducted;
- b. two Second Career Assistance Network seminars were held, with a total of 453 persons attending;
- c. two Medical Seminars were held, with a total of 203 persons attending;
- d. one Surviving Change Workshop was held with 18 people attending;
- e. one Advanced Resume Writing Workshop was held with 6 people attending; and
- f. Career Transition Services offered 11 workshops for 81 personnel.

32. In addition to the foregoing, the Personnel Selection Officers administered the Maritime Officer Selection Test in support of the Naval Officer Assessment Boards conducted at CFB Esquimalt in April, July and October. Thirteen Personnel Selection services/education program briefings were given. The annual MARPAC Expo, a career, education, health and wellness fair, was postponed due the OP tempo required by the Base in support of the Olympics and Naval Centennial.

PERSONNEL SUPPORT PROGRAM

33. The Personnel Support Programs (PSP) organization is responsible for the delivery of morale and welfare programming and services. It encompasses a wide spectrum of responsibilities including Recreation, Fitness and Sports, the Naval and Military Museum, the Lookout Newspaper, Sponsorship and Donation Program Coordination, and Health Promotion. In addition to providing core services in all these areas, PSP organized and facilitated a number of highly successful events and programs in support of the Canadian Naval Centennial. The Navy Rocks and the International Fleet Review Sports Tabloid are provided as examples.

34. Health Promotion – Strengthening the Forces. The Health Promotion Program, now in its ninth year at CFB Esquimalt, spearheads a number of health and wellness

initiatives for the MARPAC community. The Health Promotion Department works in four health priority areas as determined by the Health and Lifestyle Inventory Survey: Active Living and Injury Prevention; Addictions Education and Prevention; Nutritional and Weight Wellness; and Social Wellness.

35. As a discipline, Health Promotion works to effect change in five areas: Developing Personal Skills; Creating Supportive Environments for Health; Promoting Healthy Public Policy; Re-orientating Health Services; and Building Community Action. A principle tenet of Health Promotion, nationwide and at CFB Esquimalt is to provide health education opportunities and to effect individual and group behaviour change. In 2010, Health Promotion offered eleven courses aimed at providing individuals with the tools necessary to identify needed behaviour changes in order to maximize their health and welfare and to create a community of operationally prepared CF members. These courses are available to military members, their spouses, and civilian employees:

- a. Substance Use 1 – 12;
- b. Creating an Addictions Free Culture: Supervisor's Training (required course for all Military Supervisors – Rank MS and above);
- c. Butt Out;
- d. Nutrition 101;
- e. Top Fuel for Top Performance (sessions 1, 2, and 3);
- f. Weight Wellness;
- g. Applied Suicide Intervention Skills Training;
- h. Stress Take Charge;
- i. Managing Angry Moments;
- j. Basic Relationship Training; and
- k. Injury Prevention and Physical Activity.

36. Demand for our programs has grown annually since our inception. In 2010, Health Promotion staff at CFB Esquimalt delivered 47 courses to 602 people in the Formation. Staff delivered 24 presentations to 1,096 Defence Team members. Staff ran Health Promotion campaigns in Addictions Free Living, I Quit I Win!, and Family Violence Prevention, and 273 individuals embarked on the Self Help Butt Out program to

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try to quit smoking successfully. In addition, our Unit Health Promotion Representative Program grew to include representatives from over 80 units.

37. There were many highlights in 2010. During the year, we launched the very popular Lunch & Learn series during which once a month members of the Formation are invited to attend the viewing of a topical DVD over lunch, followed by a discussion. "Stress: Portrait of a Killer" proved to be the most popular of the series and brought out over 50 people on the last Friday in May 2010. An additional 95 people participated in the remaining Lunch & Learns. As well, 2010 saw us launch the first edition of the Health Promotion News – an on-line newsletter aimed at promoting our programs and services as well as the latest health research to our helping professional colleagues throughout the Formation. The first edition was greeted with enthusiasm and appreciation across the board.

38. Health Promotion staff also continues to make an important contribution to various committees both at the local and national level. Local committees include: Defence Community Wellness Advisory Team; Advisory Group Persons with Disabilities; and, the Family Crisis Team (sub-committee of Defence Community Wellness Advisory Team).

39. National Committees include: Alcohol and Other Drugs and Gambling Working Group; Social Wellness – Managing Angry Moments and Stress Working Group; Social Wellness – Suicide and Basic Relationship Training Working Group; Butt Out Working Group; Injury Prevention Working Group; and the National Social Marketing Working Group.

40. Lookout Newspaper and Creative Services. Encompasses: Lookout newspaper; Lookout website; a graphic design service, which creates the yearly Base Information Guide, Military Discount Pocket Guide, and quarterly Activity Guide; a small in-house print service; hosting of the CFB Esquimalt Industrial Trade Show, and managing the local CANEX Military Discount program.

41. Lookout sales reps also sold National Advertising into other base newspapers, as well as Lookout.

42. Lookout completed the following paid and pro bono products from January – December 31, 2010:

- a. 51 newspapers;
- b. Base Information Guide;
- c. Three PSP/MFRC Activity Guides;

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- d. Military Discount Pocket Guide;
- e. CFB Esquimalt Industrial Trade Show;
- f. Lookout website;
- g. MFRC Monthly News page (12 in total);
- h. MFRC Bi-monthly Navigator News page (six in total);
- i. MFRC Father Daughter Dance Poster;
- j. HMCS MALAHAT Be A Sailor For a Week Poster;
- k. Canadian Naval Centennial Bell Rope booklet;
- l. BPAO Rack Cards;
- m. BPAO Tour booklet;
- n. BPAO Banner Stands;
- o. BPAO 2 Communities Rack cards;
- p. BPAO 2 Communities Booklets;
- q. MFRC Volunteer plaques;
- r. HMCS ALGONQUIN Deployment Booklet;
- s. Naden Band 70th anniversary logo;
- t. MFRC Magnets;
- u. MFRC Brochure;
- v. MFRC Generic Poster;
- w. MFRC Annual Report;
- x. MFRC Business Cards;
- y. 5 Canadian Naval Centennial road banners;

- z. Canadian Naval Centennial Navy Day booklet;
- aa. Two PSP retractable banners;
- bb. Volunteer Appreciation Invitations;
- cc. 5th Field Regiment concert poster;
- dd. Naden Band Canadian Naval Centennial concert program;
- ee. Maritime Security Challenges Conference symposium material (delegation booklet, itinerary booklet, table place cards, In Focus sheets, name cards, menu cards);
- ff. St Paul's window unveiling program;
- gg. Navy Rocks logo design, poster, ads, T Shirts and other marketing products (Pro bono);
- hh. Canadian Naval Centennial International Fleet Review Entertainment Map;
- ii. Canadian Naval Centennial International Fleet Review Commemorative Booklet;
- jj. Canadian Naval Centennial Times Colonist double truck;
- kk. Naden Band 70th Anniversary program/Golf Shirts;
- ll. Navy 10K poster cards, ads, banners, T shirt designs (Pro Bono);
- mm. Commodore Change of Command program;
- nn. Formation Fun Day posters and booklet, and other marketing products;
- oo. MFRC four-page newspaper insert;
- pp. Olympic collage for NAC foyer;
- qq. Health Promotion Quarterly Newsletter;
- rr. Museum quarterly newsletter (pro bono);

- ss. MFRC Homecoming Bricks rack cards and posters;
 - tt. MFRC Phenomenal Women poster;
 - uu. Canadian Naval Centennial Navy ball tickets, programs, name cards;
 - vv. HMCS VANCOUVER Change of Command program;
 - ww. Firefighter Calendar;
 - xx. Naden Band Christmas Concert Poster;
 - yy. Naden Band Christmas Concert Program;
 - zz. Ship's Lighting Poster;
 - aaa. Ship's Lighting Program;
 - bbb. BComd Christmas cards (design pro bono);
 - ccc. HMCS Calgary Christmas Cards (design pro bono); and
 - ddd. MFRC Welcome to Victoria flip book.
43. The Lookout newspaper placed first in the Base Newspaper category in the 2010 Better Newspaper Competition. Shelley Lipke attended the annual Canadian Community Newspaper Association Conference held in May in Toronto.
44. The Admiral presented Lookout with a special congratulatory letter from the CMS on our achievements in supporting internal communications for the Navy.
45. Shelley Lipke received a Base Commander Bravo Zulu for her exceptional writing.
46. In October 2010, Lookout had a booth at the Victoria Chamber of Commerce Trade Show.
47. Since January 2010 Lookout received 91 calls from businesses wishing to advertise in the Lookout. These leads were a direct result of our website.
48. Lookout provided approximately \$28,585 in free advertising (based our non profit rate of \$8.50) and graphic design work:

- a. Advertising:
 - i. Base: \$2,906.50;
 - ii. PSP: \$4,477.75;
 - iii. United Way: \$1,835.50;
 - iv. Outside Community: \$1,683;
 - v. Non profit: \$2,397.50; and
 - vi. Canadian Naval Centennial: \$5,389.
- b. Graphic design:
 - i. Formation Fun Day Sponsorship:
 - a. Total value of Lookout pro bono graphic design service: \$1,400;
 - b. Total value of Lookout free advertising: \$2,643; and
 - c. Total sponsorship by Lookout: \$4,043.
 - ii. Navy Rocks Sponsorship:
 - a. Total value of Lookout pro bono graphic design service: \$1,100;
 - b. Total value of Lookout free advertising: \$1,827.50; and
 - c. Total sponsorship by Lookout: \$2,927.50.
 - iii. Ship's Lighting Sponsorship:
 - a. Total value of Lookout free advertising: \$1,264; and
 - b. Total Sponsorship by Lookout: \$1,264.
 - iv. Canadian Naval Centennial Navy Ball Sponsorship:
 - a. Total value of Lookout free advertising: \$1,662

49. Lookout generated over \$4,000 in prizes for Personnel Support Program events.
50. Lookout generated \$27,400 in non-advertising projects from April to December, before expenses.
51. Lookout generated \$120,500 in special projects with advertising sales – Activity Guide, Pocket Guide, Base Information Guide, Canadian Naval Centennial Booklet, Canadian Naval Centennial Map, Times Colonist Spread and Trade Show.
52. National advertising through Canadian Forces Newspaper (CFN) from April 2010 to December 2010 was approximately \$27,000.
53. Recreation. Continued to offer a wide variety of programming and services in 2010 for military personnel and their families of CFB Esquimalt. Recreation had been invited to take on an intricate role in the organizing and implementing of many of the Navy Centennial Celebrations of 2010. Two main activities recreation had a major role in organizing were the International Fleet Review Sports Day and BBQ and the Navy Centennial Navy 10K. Both events were a huge success, offering food, fun and healthy activities.
54. The Colwood Pacific Activity Centre (CPAC) celebrated its 10th year, continuing to be a first point of contact for hosting a variety of Professional Development training days, ship briefings, Second Career Assistance Network seminars, family birthday parties as well as hosting a variety of MFRC family network ship functions for the Base and Formation.
55. Totalling more than 300 DND children and youth, aged 5 – 16 years, participated in the 2010 PSP Fun Seekers Summer Camps and Extreme Youth Adventure Camps, hosted at the Colwood Pacific Activity Centre. Due to operational requirements for the Olympics, PSP was not able to offer its ever popular ski trips to Mount Washington, as TEME support for transportation was not available.
56. Recreation continued to build on its existing programs and services at the Youth Activity Centre in Belmont Park. The Youth Supervisor, working under the Recreation Coordinator, worked hard for our teens to add new programming focusing on the National Youth Model. The highlight of this year was our “Fatal Injection” outdoor rock concert held in the adjacent parking lot of the YAC. This event’s band was a makeup of local military youth creating a great success for the evening event, entertaining more than 100 local families. The Youth Supervisor continues to encourage participants to join a Youth Advisory Council, with the intention that their input and involvement will create relevancy to the continuing quality development of programs and services.
57. Recreation Aquatics had a great year with the hiring of a new Aquatics Supervisor and an increase in program and swim lesson participation. Recreation is developing new

and exciting ways to open the pool to base personnel after hours and families on the weekends with such new games and equipment to support water basketball and under water hockey.

58. Special events are always a fun priority for the Recreation Department. The following were just a few of these events:

- a. Due to the Olympics, PSP Ski Trips and the MARPAC EXPO were not held in 2010 due to decreased personnel available to participate;
- b. Service Income Security Plan Volunteer Appreciation Day at Government House – April 21;
- c. Bike to Work celebration activities– May 31 – June 6;
- d. Bike to Work celebration breakfast and BBQ station at CFB Esquimalt – 2 June;
- e. Formation Fun Day – Aug 14;
- f. NAVY 5 & 10K race – Aug 15;
- g. GCWCC/United Way Kick Off – Sept 23;
- h. Times Colonist Raise a Reader – Sept 29;
- i. Navy Ship's Lighting Contest – Hot Chocolate Canteen Dec 14-24; and
- j. Skate with Santa – Dec 19

59. Formation Sports 2010

Sport	Base Playdowns	Regionals	Host	Formation Esq Placing	Nationals	Pac Region Placing
Basketball	N/A	27- 29 Nov	Esquimalt	1st	23- 30 April	4th
Volleyball (M/W)	N/A	8- 10 April	Comox	Men – 2 nd Women – 1 st	30 April - 5 May	Men – N/A Women – 5th
Hockey (M/OT/W)	N/A	M/OT's/W – 2- 5 Dec 09	Esquimalt	M – 2 nd OT – 1 st W – 1 st	Cancelled	M – N/A OT – N/A W – N/A

Bowling	N/A	N/A	N/A	N/A	N/A	N/A
Curling	N/A	N/A	N/A	N/A	N/A	N/A
Squash	5- 21 Mar	14- 17 Apr	Esquimalt	<u>Masters</u> – LT(N) Hoener, K. <u>Junior</u> – SLT Gilpin, R. <u>Women</u> - Sgt Killion, V. <u>Senior</u> - PO1 Priestely, M. <u>Open</u> : PO2 Sliwak, A., CPO2 Woods, K., MAJ Neral, Z.	4- 11 Jun	<u>Team</u> - 3 rd <u>Masters</u> - 1st- Lt(N) Karl Hoener <u>Junior</u> - 2 nd - SLt Bobby Gilpin
Badminton	5- 21 Mar	14- 17 Apr	Esquimalt	<u>Open</u> –CPL Eckenswiller, N., Lt(N) Roy, D. <u>Women</u> - SLt Mercier, J. <u>Senior</u> – LS Barnes, C. <u>Masters</u> – MS Edwards, R.	4- 11 Jun	Team- 5th
Golf	N/A	15-18 Jun	Comox	1 st overall: MS Steve Melnick 2 nd overall: CPO2 P. Walsh 4 th overall: CPO Damien McCabe 5 th overall: Capt Dave Mansi	Cancelled	4 th
Ball Hockey	N/A	17- 19 Jun	Comox	2nd	6 - 13 Aug	N/A
Slo-Pitch (M/W)		8- 10 Jul	Esquimalt	Men – 1st Women – 1st	10- 15 Sep	Men – 4th Women - 5 th

Soccer	N/A	17- 19 Jun	Comox	Men – 2nd Women – Training Camp (Esq)	17- 24 Sep	Men – N/A Women – 4 th
Running	N/A	N/A	N/A	N/A	27- 30 May	<u>10km</u> Female Open (under 40)- 3 rd SLt Dignan, C. Male Masters (40-47) 1 st LS Ritchie, M. <u>5km</u> Female Open (under 40)- 1 st A/SLt Hammond, D. 3 rd LS Arensen, K. Male Master (40-47)-1 st Lt(N) Cantwell, Women 2 nd Lt(N) Cunningham, M.
Triathlon	N/A	30 Apr- 2 May (RDC)	Esquimalt	N/A	Cancelled	
Taekwondo	N/A	N/A	N/A	N/A	12- 15 Nov 10	<u>Black Belt for Sparring (Light/Welter Weight)-</u> LS Chris Jenkins (Gold)
Swimming	N/A	9- 11 Apr (RDC)	Esquimalt	7 Participants from Esq.- LS McKinnion, N., A/SLT Hearn, F., LS Mercier, G., Capt Malczynski, I., CDR Percy, T., AB Charlson, N., LS Hobbs, K.	Cancelled	

- a. Additional PSP Staff support:
 - i. Regional Golf, Soccer and Ball Hockey – Megan Kelly – June 2010;
 - ii. National Ball Hockey – Chairperson – Jury of Appeal – August 2010; and
 - iii. CISM Taekwondo – Support Staff - Alyssa Hindle and Megan Kelly – July 2010

60. Fitness and Sports. The Fitness Department was involved with the following activities in 2010:

- a. Naden Athletic Centre Fitness Evaluations and Training Programs:
 - i. EXPRES Testing:

Total:	3581
Passed:	1755
Exempt:	973
Failed:	729
Medical Referral:	124

Does not include personnel from Special Personnel Holding List.

These numbers do not include Whidbey Island, Colorado Springs, and Masset testing, estimated at approximately 40 members, but do include Reservist testing.

- ii. Specialty Testing:

Joint Task Force	3
Search and Rescue Technician	7
Also: 1 annual evaluation	
 Fire Fighter	 70 military only
Also: 27 practice evaluations	
 Basic Military Swim Standard	 181
Closed Personnel Protection	1
Canadian Special Operations	
Regiment	1
Parachutist Test	1
Air Cadet EXPRES Test	10

Deployment Basic Fitness Training	20
Source Handling Operator Applicant	1
Hull Tech Aerobic and Power Checks	3
Hull Tech Strength Checks	3

iii. Travel for Testing and Certifications:

Whidbey Island - 25 to 26 May x 2 staff - 20 tested;
 Masset - 28 to 30 September x 1 staff - 10 tested; and
 Colorado Springs - 30 August to 2 September x 2 staff - 15 tested.

OP PACIFIC AMISTAD - HMCS Algonquin - various dates
 between 14 June to 21 October x 2 staff - 60 tested; and
 Vernon - 13 July - Range Safety Officer training - 5 people
 certified;

iv. Joining Lectures:

Canadian Forces Fleet School (Engineering)	24
Naval Environment Indoctrination	
Program Facility Tours	5
Naval Environment Leadership Training	1
Weight Room Orientation	10
Civilian facility orientations	10

v. Close Protection Selection Camp Support - 2 two-week camps,
 occurring in April and September respectively;

vi. Leading and assisting with the Physical Exercise Specialist
 programs and training - 3 days per week, 4 hours per day; and

vii. Personal Training: 250 (non-remedial) members processed
 individual programs for military. Programs range from an
 introduction to weight training to specific goals (ie. Joint Task
 Force).

b. Military physical training and courses (canadian forces fleet school
 esquimalt and unit physical training):

- i. Seamanship Division - generally two or three classes per week x
 50 min. The class schedule depends on when courses are running;
- ii. CSE Div - two classes per week x 45 min;

- iii. Engineering Division - two classes per week x 45 min and one Friday class consisting of Hull Techs X 1 hour and 15 min;
- iv. Combat Systems Engineering Division - two classes per week x 45 minutes/class;
- v. Marine Engineers - two classes per week x 45 min;
- vi. Health Services Physical Training - one class per week x 60 minutes/class;
- vii. Firefighter Physical Training - five classes per week x 90 minutes/class;
- viii. Basic Orderly Room Unit Physical Training – one class per week x 60 minutes/class;
- ix. Base Logistics Physical Training- three classes per week x 60 min;
- x. TEME Physical Training- one or two classes per month x 60 min;
- xi. CanFleetPac Physical Training – one class per month x 60 minutes;
- xii. BCEO Physical Training – one 60 minute class/month;
- xiii. Blackrock Physical Training – occasionally (5 times in 2010), 60 min/class;
- xiv. Rocky Point Fire Fighter Physical Training; 5 classes in March and April at 60 min/class;
- xv. Inmate Physical Training at the detention barracks; as requested – 20 times in 2010 at 60 min/class;
- xvi. Basic Military Officer Qualification pool workouts; 2 sessions of 90 minutes;
- xvii. Boot Camp – one class per week x 45 minutes/class;
- xviii. Run Clinic – one per week x 45 minutes/class;
- xix. Flexibility Fusion – one class per week x 45 minutes/class from Jan-May;

- xx. Kettlebell Conditioning - one class per week x 45 minutes/class;
- xxi. Aquafit Classes- two times per week x 45 minutes/class;
- xxii. Sweat Cycle- two times per week x 45 minutes/class;
- xxiii. Combat Training – one class per week x 45 minutes/class;
- xxiv. Primary Leadership Qualification Course - six courses at 10-15 hours per course;
- xxv. Hull Tech Conversion Course - two courses, at 12 weeks total. Personnel Support Programs staff work with them for three hours every four weeks. During other sessions they completed a set-out program, with approximately eight members per course; and
- xxvi. Additional Physical Training classes as requested.

c. Remedial Training:

- i. Morning training classes: Monday – Thursday 0700-0745; direct supervision and training as required;
- ii. Noon hour training classes- Monday – Friday 1205-1250; direct supervision and training as required; and
- iii. EXPRES assessments every Friday from 0700-0745 where a member can do an unofficial EXPRES test and get pointers from PSP staff.

d. PSP-led Informational Lectures & Training:

- i. WebEXPRES Training for Unit EXPRES Coordinators – 4 x 1 hour sessions;
- ii. EXPRES Demonstration for new recruits at the Naval Officer Training Center – 1 x 60 min session;
- iii. Range Safety Officer Training; 26 people trained;
- iv. Naden Band Lifting Session – 90 minute class; and
- v. Triathlon Clinic – 60 minute class.

61. Workshops/Professional Development:

- a. Miscellaneous workshops or certifications attended by staff: Yoga Certification, Strength and Conditioning Certification, National Lifeguard Society, Tricertification Course, Cross Fit Certification, Automatic External Defibrillator Course, First Aid, CPR Level 'C', Occupational Health Course, JTF Training Course, CSEP-CPT Recertification, Communication Workshop, Island Fitness Conference, Health Promotion courses; and
- b. PSP Indoctrination course: two week training course in Borden x 6.

62. Physical Exercise Specialist.

a. Overview:

- i. Initiated Proprioception Program in January 2010;
- ii. Building aquatic rehab/reconditioning program (program/pictures/misc);
- iii. Worked with one Certified Exercise Physiologist intern;
- iv. Added two part-time Fitness Instructors as staff;
- v. Worked with stakeholders on Regional Adaptive Fitness Specialist/Physical Exercise Specialist procedures and referral process;
- vi. Worked with Medical Officers/Physiotherapists/Regional Adaptive Fitness Specialist on clearance forms and criteria;
- vii. Developed Terms Of References for Physical Exercise Specialist; and
- viii. Improved conditioning program, including forms, taskings, and procedures.

b. Clients/Referrals:

Clients referred from Physiotherapy	98
Clients referred from Medical Officers	12
Clients referred from Return to Work	28

New Referrals for 2010	138
Client Total for 2010	153 (40-100 seen per week)

c. Program Details:

- i. Land Based Physical Training – 4 x week, with 72 referrals, 4-10 people attending per session;
- ii. Pool Physical Training – 2 x week, with 63 referrals, 10-28 people attending per session;
- iii. Proprioception Program – 5 x week; and
- iv. Consultations – 10 per week.

d. Personal Training:

- i. Most of the staff work at both Naden Athletic Centre and Dockyard locations. Please see Naden Athletic Centre personal training for a combined total of both locations; and
- ii. Individual programs for military members. Programs ranged from an introduction to weight training to specific goals.

e. Fitness at Sea Program:

- i. Her Majesty's Canadian Ship ALGONQUIN– Fitness Instructor Ms. Noelle Daigle - 10 February – 4 March;
- ii. Her Majesty's Canadian Ship ALGONQUIN/OP PACIFIC AMISTAD – Fitness and Sports Supervisors, Mr. Takato Tanaka – 14 June – 18 August; Ms. Heather Williams 29 August – 18 October; and
- iii. Her Majesty's Canadian Ship CALGARY – Fitness Instructor Mr. Richard Schertzer – 13 September – 1 October.

f. Dockyard Fitness and Wellness Centre Evaluations and Training Programs:

- i. Cock of the Walk:
 - a. Hockey – January 2010 (HMCS REGINA – Champion);

- b. Basketball – March 2010 (HMCS REGINA – Champion);
 - c. Ball Hockey - May 2010 (HMCS WINNIPEG -Champion);
 - d. Sailing – May 2010 (HMCS CALGARY – Champion);
 - e. Slo-Pitch – No tournament held in 2010;
 - f. Golf – July 2010 (HMCS WINNIPEG – Champion);
 - g. Navy 10K Run – August 2010(HMCS ALGONQUIN – Champion);
 - h. Soccer – November 2010 (HMCS VANCOUVER – Champion);
 - i. Volleyball – November 2010 (HMCS REGINA – Champion);
 - j. Hockey – November/December 2010 (HMCS CALGARY - Champion);
 - k. Fleet 5K Walk/Run once a month nine events this year. Average total of 330 per event; and
 - l. HMCS Regina won the 2010 COW Trophy for the second year in a row.
- ii. Fitness Classes:
- a. Noon Hour Classes 5x/week, 1205-1250
 Boot Camp
 Monday, Wednesday;
 - b. Sweat Cycle
 Tuesday, Thursday 1205 – 1245;
 - c. Kettlebell
 Friday 1205 – 1250; and
 - d. Battle-Fit 5x/week
 Monday, Wednesday, Friday 1100-1145
 Tuesday, Thursday 1400-1445

iii. Fitness Development Classes

- a. Push-Up/Sit-Up Development
 Monday, Wednesday 0700-0745
 Tuesday, Thursday 1530-1615;
- b. Cardio Development
 Monday, Wednesday 1530-1615
 Tuesday, Thursday 0700-0745 hours;
- c. Flexibility Fusion
 Tuesday, Thursday 1100-1145; and
- d. Weight Lifting Technique
 Monday, Wednesday 1400-1445.

g. Military Physical Training Classes:

i. Unit Physical Training:

NOTE: Other than Black Rock, unit Physical Training at Dockyard is not regular and is dependent upon on the sailing schedules, workload and the interest of members.

- a. Black Rock - 2x/week for 45 minutes, Tues/Thurs;
- b. Sea Training - 1 x 45 minute class/week;
- c. Her Majesty's Canadian Ship OTTAWA - 2 x 45 minute classes/week;
- d. Diver Physical Training - 2 x 45 minute classes/week; and
- e. HMCS Regina - 2 x 45 Minutes classes/week.

ii. Personal Training:

- a. Most staff work at both Naden Athletic Centre and Dockyard locations. Please see Naden Athletic Centre personal training for a combined total of both locations; and
- b. Programs ranged from basic beginner weight training and/or cardio to specific intermediate or advanced training

goals. The majority of programs were focused around passing the EXPRES test.

h. Activities/Facilities:

i. Wurtele Arena:

- a. Ice Hockey – January – December 2010;
- b. Adult Hockey Development – January – March 2010;
- c. Shinny Hockey - Monday/Wednesday/Friday from 1130-1300 hours;
- d. Casual Skating - Tuesday/Thursday from 1130-1300 hours;
- e. Parents & Kids - (Sticks and Pucks) Saturday/Sunday - 1430-1600 hours;
- f. Intersection - Tuesday/ Thursday –1600-2200 hours, Wednesday; 1600-1900 hours, and Sunday; 1600-2030 hours;
- g. Base Teams, Units and Ships varied weekdays;
- h. PSP – Canadian Naval Centennial Hockey Tournament – Saturday, Sunday, Monday & Tuesday; 23 – 26 Oct 10 from 0700 – 1200 hours;
- i. Lady Tritons (RDIMS #85484) Thursday; 22, 23, 24 & 25 Apr 10 varied hours;
- j. Victoria Kurriers Hockey Club (RDIMS #83336)- Wednesday; 14 Apr 10 from 2030 – 2200 hours;
- k. Power Unlimited (RDIMS #83559) - Sunday, Monday, & Tuesday; 03, 04, 10, 23, 25, 30, & 31 May 10, 01, 06, 13, 20, 27 Jun 10, 04, 11 and 18 Jul 10, varied hours;
- l. Canadian Adult Recreational Hockey Association (Pacific Cup) – Friday, Saturday & Sunday; 15, 16 & 17 Jan 10 varied hours;

- m. Island Hockey 101 (RDIMS #67805) Jan 10 – Mar 10, Saturday from 2000-2330 hours & Sunday, Monday, Wednesday, Thursday & Friday; varied hours; (RDIMS #81586) Apr 10 – Sep 10 varied hours; (RDIMS #110138) Sep 10 – Mar 11 varied hours;
- n. Victoria Hockey League (non-military) (RDIMS #102345) Friday; Sep 10 – 25 Mar 11 2030 – 2200 hours; and Wednesday; Sep 10 – Mar 11 from 1900 – 2030 hours;
- o. Victoria Minor Hockey Association (RDIMS #68041)- Wednesday, Thursday, Friday Saturday; Jan 10 – Mar 10 varied hours; (RDIMS #85287) Varied weekdays, 06 Jun 10 – 06 Aug 10, varied hours; and (RDIMS #109333)- Sunday, Monday, Wednesday, Thursday, Friday, and Saturday; Sep 10 – Mar 11 varied hours;
- p. Juan De Fuca (Minor Hockey) (RDIMS #67747) – Saturday; Jan 10 – Mar 10 from 0700-1250 and Sunday from 0700 -1420 hours; and (RDIMS #105824) Saturday; Sep 10 – Mar 11 from 0700-1250 and Sunday from 0700 - 1420 hours;
- q. Roadsense Hawks – (RDIMS #67755) – Monday; 04 Jan 10 – 29 Mar 10; 2030 – 2200 hours and (RDIMS #110140) – Monday; Sep 10 – Mar 11 from 2030-2150 hours;
- r. Marauders Ice Hockey Team (RDIMS #67748) Tuesday; 19 Jan 10 – 16 Mar 10 from 2200 – 2330 hours and (RDIMS #102241) – Tuesday; Sep 10 – Mar 11 from 2200- 2320 hours;
- s. Greg Killip Hockey Group (RDIMS #111811) – Friday; Oct 10 – Feb 11 from 0630 – 0730 hours;
- t. Blueliners (non-military)(RDIMS #67781) – Sunday; Jan 10 – Mar 10 from 2030-2150 hours; and (RDIMS #109884) Sunday; Sep 10 – Mar 11 from 2030 – 2150 hours;
- u. Victoria Islander (Paramedics) – (RDIMS #67504) Tuesday; 06 & 13 Apr 10 from 1300-1430 hours and (RDIMS #102295) – Tuesday; Sep 10 – Apr 11 from 1300- 1420 hours;

- v. Behind the Bench (RDIMS #66028) Friday; 19, 26 Mar 10 and 02, 09, 16 & 30 Apr 10 from 1730 – 2030 hours; and (RDIMS #86928) Friday; 14, 28 May, 04, 11, 18, 24 Jun 10 from 1730 – 2030 hours, and 23 Jul 10 from 0900 -1500 hours, Monday, Tuesday, Wednesday, & Thursday; 06 - 29 Jul 10 varied hours;
- w. Magic Hockey Development (RDIMS #67743) – Monday; 18 Jan 10, 01 Mar 10 from 1415 – 1600 hours and 18 Feb 10 from 1300 -1600 hours; and (RDIMS #100292) Monday thru Friday; 26, 27, 28, 29 & 30 Jul 10 from 0900 – 1730 hours;
- x. BC Veterinary Medical Association (RDIMS #110974) Sunday; 03 Oct 10 from 1900 - 2030 hours;
- y. Racquet Club of Victoria (RDIMS #102130) – Monday, Tuesday, & Wednesday; 16, 17, & 18 Aug 10 from 1000 – 1200 hours;
- z. Jim Grant Minor Hockey (RDIMS #10944) Saturday, Sunday, Tuesday, Wednesday, & Friday; 07, 08, 15, 21, 24, 25, 27, 29, 31 Aug and 02 Sep 10, varied hours; and (RDIMS #121998)-Tuesday; 21 Dec 10 from 0900 – 1030 hours;
- aa. Pac Reg Officials' Camp – Sunday thru Friday; 08 – 13 Aug 10 varied hours;
- bb. O'Keefe Hockey Group (RDIMS #101929) – Monday, Tuesday & Thursday; 03, 05, 16, 17, & 19 Aug 10 from 1900 – 2030 hours; and 09, 10 & 12 Aug 10 from 1800 - 1900 hours;
- cc. Turcotte Hockey School (RDIMS #94104) – Monday thru Friday; 12, 13, 14, 15 & 16 Jul 10, from 1000 – 1600 hours;
- dd. Esquimalt Hockey-Heikki Isomaa (RDIMS #836789) – Monday; 05, 12, 19 & 26 Jul 10, from 1900 – 2030 hours;
- ee. Remple Hockey Group (RDIMS #95247) – Monday; 26 Jun 10 from 1330 – 1500 hours;

- ff. BC Hockey – Bruce Tuck (RDIMS #83537) – Thursday, Friday Saturday & Sunday; 01, 02, 03 & 04 varied hours;
- gg. West Shore Stingers (RDIMS #88403)–Tuesday, Thursday, Friday; 04, 06, 07 May 10 from 1900 – 2030 hours and Saturday, 31 Jul 10 from 1730 – 1900 hours;
- hh. Victoria Cougars Junior B (RDIMS #83640) – 04,07, 11, 14, 18, 21 25, 28 Jul & 01, 08, 09, 10, 11, 12,14, & 15 Aug 10 from 1900 – 2030 hours and Thursday 05 Aug 10 from 2030 – 2200 hours;
- ii. Island Stars Female Hockey (RDMIS #67744) - Jan 10 – Mar 10 Tuesdays from 0600-0730 and Saturday from 1300 -1430 hours (RDIMS #105879) - Thursday and Saturday; 02 Sep 10 – 26 Mar 11 varied hours;
- jj. Mike Chicorelli Hockey Group (RDIMS #84972) – Monday, Tuesday, & Sunday, 05, 12, 19, 26 Jul and 03, 08, 16, 23 & 30 Aug 10 from 2030 – 2200 hours;
- kk. Brian Kowalko Hockey Group (RDIMS #95966) – Monday, Tuesday, Wednesday, Thursday; 24, 29 Jun, 7, 13, 15, 20, 22 27 & 29 Jul, 17, 19, 23 & 25 Aug 10, varied hours;
- ll. Island Stars Minor Hockey –Mark Hayes (RDIMS #70326) - 03, 04, 10, 11 Apr 10 and 01, 02 08 & 09 May 10; Saturday from 0800 – 0930 and 1000 -1100 hours and Sunday from 0800 – 0930 hours;
- mm. Island Stars Hockey –Vicki Andres (RDIMS #86985) – Monday & Wednesday; 05, 07, 12, 14, 19, 21, 26 & 28 Jul 10, from 1730 – 1900 hours;
- nn. Island Stars Minor Hockey –James Mitchell (RDIMS #66051) – 20, 21, 27, 28 Mar 10 Sunday from 1000 – 1130 hours and 1300 – 1430 hours and Saturday 1600 – 1800 hours and 01, 02, 08 & 09 Saturday from 1400 – 1600 hour and 1900 - 2100 hours and Sunday 1430 – 1630 hours; (RDIMS #105853) Saturday & Sunday, 21 & 22Aug 10 from 1030 – 1430 hours; and (RDIMS #128046) Thursday; 23 Dec 10 from 1000 – 1130 and 1300 – 1430 hours; and

- oo. Juan de Fuca Hockey Club –Jim Grant (RDIMS #67806) –
 19 Feb 10; Friday from 1000 – 1130 hours; 03 Mar 10;
 Wednesday from 1300 – 1430 hours and 04 & 09 Mar 10;
 Thursday and Tuesday from 1030 – 1130 hours.

- ii. Ball Diamonds – Tournaments:
 - a. Victoria Men's Masters Slo -Pitch League-N. Choo
 (RDIMS #86950) - Tuesday/Thursday, May-Jul 09 from
 1830–2030 hours and 24 – 26 Jul 09 from 0800-2200
 hours; and Tournament: 23, 24, & 25 July 2010 from 0800
 – 2100 hours;
 - b. Victoria Slo-Pitch League-G. Melizza (RDIMS #85269) -
 Tuesday/ Thursday, May – July 2010 from 1800–2030
 hours;
 - c. Ultimate Frisbee-Disc Sports Society (RDIMS #91873)-17
 & 18 July 2010 0900 – 1700 hours;
 - d. Greater Victoria Mixed Slo-Pitch Association - B.
 Bedowski (RDIMS #83547)- May –September 2010,
 varied days and hours; and Tournament: 08, 09 May 2010
 from 0800 – 1800 hours and 02, 03 October 2010 from
 0900 – 1700 hours;
 - e. Greater Victoria Mixed Slo-Pitch Association – P. Olson
 (RDIMS #87412)- May –August 2010, varied days and
 hours; and (RDIMS #110141) – 09, 10, & 11 October 2010
 from 0800 – 1800 hours;
 - f. Victoria Slo-Pitch League – J. Harris (RDIMS #83714) –
 22, 23 & 24 May 2010 from 0800 – 1900 hours;
 - g. Victoria Mixed Slo-Pitch League – D. Butcher (RDIMS
 #102409) – 21 & 22 August 2010 from 0830 – 1730 hours;
 - h. Victoria Mixed Masters Slo-Pitch League-Y. McArthur
 (RDIMS #84934) – Sunday, May – August 2010 from
 1000-1200 hours;
 - i. Antiques Masters (non-military) (RDIMS #90744) – 10, 11
 & 12 September 2010 from 0800-2000 hours;

- j. Tudor House (non-military) (RDIMS #85453) –
 Monday/Wednesday – League: May-August 2010 from
 1800–2100 hours; Tournament: 18, 19 & 20 June 2010 and
 25, 26 & 27 June 2010 from 0800 – 2000 hours; and
 - k. NSA Canada Umpires (RDIMS #81528) - 02 April 2010
 from 0900 – 1300 hours.
- iii. Soccer Pitch:
- a. Juan de Fuca Soccer (RDIMS #95390) – July – August
 2010;
 - b. BC Old Timers Soccer Association (RDIMS #87626) –
 May – September 2010;
 - c. Victoria Athletic Association (RDIMS 100381) –
 September – December 2010 & January – April 2011; and
 - d. Ultimate Frisbee-Disc Sports Society (RDIMS #91873)-17
 & 18 July 2010 0900 – 1700 hours.
- iv. Naden Athletic Centre:
- a. Military Training as per Fitness Coordinator's Scheduling;
 - b. Military Sports as per Sports Coordinator's Scheduling;
 - c. Karate - Monday/Wednesday/Friday evenings;
 - d. MARPAC Expo Education and Career Fair – February
 2010;
 - e. Victoria Women's Volleyball League(RDIMS #112739)–
 October – December 2010;
 - f. Base Team Volleyball- January –March 2010 and
 September-December 2011;
 - g. Paradise Cove Volleyball League (RDIMS#112652) -
 October – December 2010 & January –March 2011;
 - h. Victoria City Squash League (RDIMS #114518) - October
 – December 2010 & January – April 2011;

- i. Blood Donor Clinics – April, June, August, October and December 2010;
 - j. Greater Victoria Aquatics Society (GVAS)(RDIMS #64122) – January – December 2010;
 - k. Island Stars Hockey –Mark Hayes (RDIMS #70326) – Saturday; 03, 10, April 2010, 01, 08 May 2010;
 - l. Island Stars AAA – Pat Campbell (RDIMS #66072) – Wednesday; 07, 14, & 21 April 2010 and Saturday 24 April 2010;
 - m. BC Hockey-Bruce Tuck (RDIMS #83537) – Thursday, Friday, Saturday & Sunday; 01, 02, 03, & 04 July 2010; and
 - n. Victoria Cougars Jr B (RDIMS #83640) – Monday; 09 August 2010.
- v. Outdoor Volleyball Courts: casual use - BC Hockey-Bruce Tuck (RDIMS #83537) – Thursday, Friday, Saturday & Sunday; 01, 02, & 03 July 2010.

63. Sponsorship and Donations Department. Sponsorship & Donations Department identifies and solicits sponsorship and donation opportunities for the Base and Formation. It negotiates sponsorship agreements, develops and implements sponsorship programs and policies, and assists in the development of the sponsorship corporate strategy. The department develops and maintains activity budgets, and manages sponsorship and donation accounts. It also provides training at local level for sponsorship and donation activities.

64. The Sponsorship and Donations Department opened the year with Product In Kind (PIK) procurement at a total of 2,227 costing \$101,907.33. Total items purchased via the program amounted to 1,240 costing \$11, 979.25.

65. Events that benefited from the PIK prize program:

- a. FITNESS: 5K Fleet Run – April; FITNESS: 5K Fleet Run – May; FITNESS: 5K Fleet Run - August; Fitness - Fleet Run - September; Fleet Run – Oct; Fleet Run – November;
- b. Base: HMCS Ottawa Golf Tournament;

- c. Sports: Badminton /Squash Regional's;
- d. PSP: Employee Recognition – Jillian;
- e. MFRC/PSP: Volunteer Awards;
- f. MARPAC Freedom Of City Employee Recognition;
- g. NCIOP Golf Tournament - May 28, 2010;
- h. C&PO Golf Tournament - May 21, 2010;
- i. PSP/MFRC Volunteer Awards - replacement prize;
- j. MARPAC International Fleet Review – recognition;
- k. MARPAC FORMATION BBQ - Sports Team Prize;
- l. The Navy Rocks (TNR) concert - volunteer recognition;
- m. Slo Pitch Regionals;
- n. Navy 10K Promotion;
- o. CFFSE Golf Tournament;
- p. Chiefs and Petty Officers Mess Golf Tournament;
- q. Cock Of The Walk Golf Tournament;
- r. Navy Ball / Appreciation;
- s. CFFSE Golf Tournament #2 – Aug 25;
- t. West Coast Welcome - Fitness Activity;
- u. PSP New Recruits Presentation;
- v. Sports - Slo-Pitch Officials Thank-you;
- w. Sports – End of Season;
- x. PSP Town Hall;

- y. HMCS ALGONQUIN Christmas Party;
- z. Farewell Gifts: various PSP staff;
- aa. Pacific Fleet Club Halloween Party;
- bb. Formation Fun Day;
- cc. Pacific Women's Conference;
- dd. Basketball: 28- 30 Jan 11; Volleyball: 10- 12 Feb 11 Regional;
- ee. Health & Wellness Challenge;
- ff. PSP Christmas Party;
- gg. HMCS VICTORIA Christmas Party;
- hh. HMCS WINNIPEG Christmas Party;
- ii. Base Logistics Christmas Party;
- jj. 36th Base Logistics Bonspiel Christmas Party;
- kk. Base Information Services Christmas Party;
- ll. Wardroom Function; and
- mm. PSP Staff Farewell.

66. Product in Kind for major Canadian Naval Centennial events was as follows:

- a. International Fleet Review:
 - i. The Q! 90,090.00
 - ii. Vancouver Island Brewery 9,860.00
 - iii. Victoria Times Colonist 16,550.00
 - iv. BC Capital Commission 6,750.00
 - v. Vic Ships (Washington Marine) 35,598.00

vi.	Friesens Corp.	4,725.00
vii.	Strathcona Hotel	7,815.00
viii.	Save On Foods	10,598.00
ix.	A Vancouver Island	25,000.00
x.	Victoria Seals	5,900.00
xi.	Ocean Promotion	3,451.50
	Total	\$216,337.50

b. Navy 10K:

i.	Running Room Ltd.	4,300.00
ii.	Times Colonist	13,577.40
iii.	The Q	11,185.00
iv.	JackFm	8,790.00
v.	A Channel	6,750.00
	Total	\$ 44,602.00

c. Navy Ball:

i.	Empress Hotel	14,039.20
ii.	Sun Petal	1,300.00
iii.	Sharon Rai	250.00
iv.	Harbour Towers	623.00
v.	Huff & Puff	2,500.00
vi.	Rosedale	160.00
vii.	Sharp's AV	1,500.00

viii. Landsharkz	2,750.00
ix. K-Bro Linen Systems	150.00
x. Russell Food Equipment	250.00
xi. General Paint	50.00
xii. Munro's Books	50.00
Total	\$ 23,622.20

67. Cash Sponsorship for major Canadian Naval Centennial events were as follows:

a. International Fleet Review:

i. Lockheed Martin Canada	30,000.00
ii. Meggitt Training Systems	10,000.00
iii. Stantec Inc.	21,000.00
iv. Inchcape Shipping Services	10,000.00
v. Indal Tech.	10,000.00
vi. Royal Roads University	5,000.00
vii. SNC Lavalin	10,000.00
viii. Camosun College	3,000.00
ix. Thales	10,000.00
x. Vancouver Island Brewery	5,000.00
xi. Vic Ships (Washington Marine)	50,000.00
xii. Offshore Systems Ltd.	10,000.00
xiii. DRS Technologies	5,000.00
Total	\$ 179,000.00

b. Navy Ball:

i. National - SNC Lavalin and Irving Shipbuilding	34,000.00
ii. Save On Foods	1,075.00
iii. Rogers Chocolates	5,051.00
Total	\$ 40,126.00

c. MARPAC:

i. BC Ferries	5,000.00
ii. Point Hope Maritime	1,500.00
iii. Terasen	1,500.00
iv. Hotel Grand Pacific	1,500.00
v. Royal Roads University	1,500.00
vi. Newalta	1,500.00
vii. Helios Global Tracking	1,500.00
viii. ArmorWorks	3,500.00
Total	\$ 57,626.00

68. The following businesses were active sponsors or donors to PSP:

- a. 3M;
- b. Adrenaline;
- c. Bank of Montreal;
- d. Bernard Callebaut;
- e. Bon Rouge;
- f. Canadian Springs;

- g. Costco;
- h. Craigdarroch Castle;
- i. Delta;
- j. Future Shop;
- k. Highland Pacific;
- l. Il Terrazzo;
- m. IMAX;
- n. Kingfisher Resort & Spa;
- o. KMS Tool;
- p. Laurel Point;
- q. Pacific Coach;
- r. Panago Pizza;
- s. Papa Murphy's Pizza;
- t. Pharmasave Esquimalt;
- u. Roger's Chocolates;
- v. Rona;
- w. Sandman Hotel (Richmond);
- x. Sandman Hotel (Victoria);
- y. Sarpinos;
- z. Save on Foods;
- aa. Sears;
- bb. Sony Style;

- cc. The Old Spaghetti Factory;
- dd. The Sidney Pier;
- ee. Tigh-Na-Mara Resort;
- ff. Tudor House Pub;
- gg. Uniglobe;
- hh. Uniglobe Geo Travel;
- ii. Vancouver Island Brewery;
- jj. Vista 18 Restaurant/Civic Classic Lounge;
- kk. Walmart; and
- ll. Wildplay

69. CFB Esquimalt Naval and Military Museum. The CFB Esquimalt Naval and Military Museum continues to be impacted by the down turn in the economy for 2010. For the 12th year, the Museum participated in the "Be a Tourist in Your Own Home Town" event which ran from 3 March – 7 March, with 376 visitors. Down from 2009.

70. The museum warehouse, which was relocated to Dockyard 83 in 2009 was not accessible to museum staff and volunteers in 2010. This was due to the warehouse being located on the 3rd floor without a fire escape. As such, no one is permitted to work in the space until the fire escape is constructed. This impacted the museum greatly in what it was able to do for 2010 including the naval centennial. Until such time as a fire escape is installed the museum will continue to be impeded in the services it is able to provide.

71. There are a total of 35 active volunteers at the Museum who contribute in a multitude of ways: staffing the gift shop, accessioning artifacts, assisting on the Museum website, conducting tours, and assisting researchers in the archives. For 2010, these volunteers contributed a total of 4,438 hours.

72. The Museum participated in numerous events in support of its volunteers. These events included a volunteer appreciation dinner at the Wardroom, a Christmas party, as well as tours of other like-minded facilities. These events were well attended and continue to assist the Museum in attracting and retaining volunteers. The Museum continued to produce a volunteer newsletter entitled 'Headway'; however, it has reduced its publication time from quarterly to three times a year due to staff workload. It is still

provided free of charge to all Museum volunteers. All others who are interested in receiving the newsletter pay an annual subscription fee of \$30.00. This has been an excellent tool for fundraising.

73. The temporary display gallery continues to be used for the exhibit "Creature Comforts" which focuses on ships' and regimental mascots. This exhibit has proven to be very popular for the museum and we are continually adding photographs of mascots/animals to the archival collection. The photographs are received as a result of this exhibit and through emails from interested donors. As well, due to the interest this exhibit has generated, the museum has been able to supply requests for photos from schools, other websites and military personnel alike.

74. Space has been opened up in another gallery due to the transfer of the Royal Road Military College bell to Royal Roads University. In fact, most artefacts and archival material have been loaned back to Royal Roads. This has allowed the museum to update and revamp the Naden band exhibit. A greatly improved exhibit case has also been constructed with a new museum quality mannequin in place. Further enhancements with Naden band music, text panels and photographs will also be added.

75. The museum is at the planning stages for a diorama of a cutaway of a corvette. This will allow us to use existing museum quality mannequins with a depth charge launcher, and carley float in a more exciting and descriptive fashion. Construction material has been purchased allowing the museum to begin the early phases of this design. As well, some galleries have been re-organized to allow this new exhibit to have a greater impact upon the visitor.

76. Visitor numbers to the Museum during 2010 were 6,672. Included in this are groups from Fleet School and NOTC. The museum was able to stay open 7 days a week over the summer months of June, July and August due to the financial support of Chief of Maritime Staff (CMS) for a commissionaire. As well, the museum participated in a Remembrance Week exhibit at the Royal B.C. Museum where numbers for the event were 9,673.

77. Finally, the museum held a naval re-enactment/encampment at Fort Rodd Hill National Historic Site as part of our contribution to the naval centennial during the International Fleet Review from 11-13 June 2010. Visitors over that time were over 25,000.

BASE PERSONNEL SERVICES

78. Messes and Institutes. A new President of the Mess Committee was appointed to the Chiefs and Petty Officers Mess, Chief Petty Officer 1st Class Shawn Taylor in

October 2010 who has been very proactive in learning his new job to turn the financial position of the mess around. MS Gord McKiver was appointed PMC of the Pacific Fleet Club who is from the Naval Communicator trade. The remainder of the military staff was unchanged. At the Wardroom, long-time function co-ordinator Megan Illot has returned

The Wardroom also hired a new Bar Supervisor Susan Riley and a new Administration Assistant Karissa Sovdi, who replaced Allison Bennett. A new Bar Supervisor was also hired at Naval Officer Training Center: Susan Michalko. There were no changes to the management team at the Chief and Petty Officers' Mess. Restructuring will commence in January 2011.

79. A substantial repair to the Grease Trap in the Chief and Petty Officers' Mess is scheduled for the near future, and timing is an issue. The facility has already turned away business based on the projected timelines. Now those timelines have changed, so scheduled events have had to be relocated or cancelled, and the mess has lost revenue on events that it did not book but could have held once the work was delayed. The Pacific Fleet Club had its large walk-in fridge re-installed as the previous installation was not done correctly, resulting in moisture and mould issues. The major renovations to the Pacific Fleet Club have still not progressed as planned. Construction Engineering has been back in with a view of doing a major project rather than numerous smaller ones, which would bring this thirty year old facility back to its former glory.

80. The messes continue to be the venues of choice for all major events, both business and social at CFB Esquimalt, with more than 1000 events in the past year being held across all three messes. The Chief and Petty Officers' Mess is the main conference facility hosting numerous national, international, and local functions. This year's report will focus on the actual revenue figures as of Dec 2010, highlighting the impact of renovations as well as the steady demand regardless of the infrastructure issues:

- a. Wardroom. The Wardroom has a total of 800 members, which includes regular members, working associates and social associate members. Last year, the Wardroom had gross revenues of \$640,909.09, 11.2% higher than the previous year of \$576,597.26, generating a loss of \$121,945.25 which is lower than the previous year net income of \$95,897.06. It currently has \$416,757.35 in its Central Bank Account. It has contributed approximately \$19,160.60 to the Base Fund in the past year. The Mess Manager is Chief Petty Officer Second Class Terry Molloy. The Wardroom and Wardroom Annex employ eleven Non Public Funds staff;
- b. Chief and Petty Officers' Mess. The Chief and Petty Officer's Mess has a total of 839 members, which includes regular, associate and honorary members. This year it had gross revenues of \$398,414, which is -1.86 % lower than the previous year; resulting in an over-all net loss for the year of -\$72,545 and it is noted that these figures are from April to December

2010. The Mess had lower than expected sales and attendance during the year and substantial expenses in Entertainment and Sports reflecting a net loss of -\$72,545 for the 2010-2011 accounting year. These anomalies are also due to issues with galley closures which affected sales, as well as various maintenance issues, many of which the mess covered out of its own Non Public Funds due to the urgency of the issue, and public funding not being readily available. The entity has been informed that all functions achieve a break even point to ensure financial stability; it currently has \$84,853.20 in its Central Bank Account, and has contributed approximately \$13,017.00 to the Base Fund in this year. The Mess employs eleven Non Public Funds staff;

- c. Pacific Fleet Club. The Pacific Fleet Club has a total of more than 1600 members, mainly Base staff, MARPAC staff and Fleet School students. This past year it had gross revenues of \$247,943.94, a 35% increase over the previous year, generating a net loss of approximately \$980.00 due to higher than expected expenses. This entity had staffing issues which increased salaries. The Mess also launched an aggressive sports and entertainment plan by bringing in headline acts; unfortunately they were not all well received and the mess has lost in the short term. Lessons have been learned and a new strategy is being implemented, and spearheaded by a strong executive. A major commitment to advertising has been realized with the acquisition of new automated signage outside the facility and the club is well situated to improve its bottom line. It currently has \$307,984.44 in a Central Bank Account, and has contributed approximately \$8,600 to the Base Fund in the past year. The Mess employs seven Non Public Funds staff; and
- d. CF Sailing Association. CF Sailing Association has approximately 300 members of all ranks as well as DND civilians. Last year it had gross revenues of \$111,444.00, a 19% decrease over the previous year, generating an income of \$36,347.00, which is 24% higher than the previous year due to lower expenses. It currently has \$138,140.45 in its Central Bank Account, and has contributed approximately \$4,162.00 to the Base Fund in the past year. The Commodore is Chief Petty Officer Second Class John Haggis. The CF Sailing Association is a club managed by PSP; Base Personnel Services has an interest in the bar operation and Distribution Account only.

81. The Messes and Institutes in Esquimalt continue to thrive, and are well suited for the most part, to cater to the requirements of their memberships. The renovation project for the Pacific Fleet Club (Lower Lounge) has been approved and is scheduled to commence in February 2011. The improvements required are long overdue and is a sore

point with the mess members, who have been awaiting change for the past six years. The mess sign installation project is now complete which has improved the visual advertising of mess events in a very positive way.

82. Base Library. The Base Library continues to serve the DND community of Esquimalt with its continually evolving and eclectic collections and personal service. The annual book sale in May was one of the most successful sales yet. The video (training) collection is slowly being updated by replacing VHS format films with DVDs. The cataloguing of the Ship's Library collection is now almost complete. The entire non-fiction, pocketbook, and hardcover fiction collections were weeded in preparation for the book sale. The popular DVD Feature Film collection continues to grow and to a lesser extent, the Audio Book collection.

83. Mr. Jim Clemens, Secretary Western Committee of the Royal Canadian Naval Benevolent Fund, is still co-located in the library. He moved into N12 in Oct 2009 in order to free up space for the Joint Pacific Support Unit. This arrangement is still considered temporary.

84. The library's intranet website continues to improve thanks to formal staff training and regular site maintenance. In the summer, the library consigned sale books that were too valuable to sell at the annual book sale to Mr. Neil Williams, bookseller. This arrangement has resulted in almost \$500.00 of additional revenue and is ongoing.

85. Base Accommodations. During 2010, responsibility for the Base Accommodations portfolio was handed over to Lieutenant (Navy) A.M. Topshee. Together with a staff of twenty personnel representing the Regular Force, Reserve Force, DND civilians, and Commissionaires, she oversaw the management of 2000 bed spaces across seven separate buildings on the base. Data analysis from calendar year 2010 indicate an overall occupancy rate of 48.4% for the Wardroom (maximum: 85.3%; minimum: 10.3%) and 45.8% for the Chief and Petty Officers' Mess (maximum: 83.2%; minimum: 22%).

86. Purchases to upgrade rooms, replace old and worn furniture, appliances and linens continued. A complete inventory of all Base Accommodations furnishings was ordered and completed, establishing a net value of \$3.2M in assets, and from that, a decision was made and enacted to lifecycle at a rate of 15% annually, into the foreseeable future.

87. A significant effort was expended to increase and upgrade room facilities at both the Wardroom and Chief and Petty Officer's Mess. In the Wardroom, two bed sitting rooms received furniture upgrades; one VIP suite was converted and upgraded to an Executive VIP suite, and eighty replacement recliners were purchased to improve comfort in standard rooms. In the Chief and Petty Officer's Mess, six old, standard rooms were converted into three, new larger suites, and one lounge with patio was

upgraded to become an executive lounge. Other than facility upgrades, accommodations business continued as usual at both the Wardroom and Chief and Petty Officer's Mess. Rooms on the first floor of the Chief and Petty Officer's Mess suffered damage due to burst water pipes in November but the damage was repaired quickly by trade specialists from Base Construction Engineering.

88. At Work Point Barracks, life-cycling efforts focused on appliances, with 56 washer and dryer sets and 148 bar fridges purchased. No other significant changes occurred at Work Point Barracks. Throughput of personnel from Basic Military Occupation Qualification, the Naval Officer Training Centre, and Raven remained constant. In addition, groups representing Joint Task Force, 4 Canadian Ranger Patrol Group, the Canadian Scottish Regiment, the Royal Military College, the Royal Canadian Mounted Police, the Military Family Resource Centre, Personnel Support Program, visiting sports teams, and multiple Cadet units from across Western Canada all made use of Work Point facilities at different times during the year. It has been noted that personnel who fail training at the Naval Officer Training Centre are permitted to remain in their rooms with those who are continuing their studies. In some instances, former students have been lodged in the Kingsmill Building for over one year, and in one case an individual has been accommodated for over two years while awaiting career disposition. This issue will be revisited in the next calendar year with an eye to moving training failures to other facilities in order to maximize student success. From a Base Accommodations stand point, length of time in Kingsmill is a concern but adverse affect on other more successful students has not been observed.

89. At Nelles Block, the Primary Leadership Qualification course wing was the recipient of \$30,000 in new furnishings. As well, the dorm lounges were refurnished. No other significant changes occurred at Naden facilities (Nelles and Bernays Blocks). One on-going challenge at Nelles Block is to place like trades of Qualification Level 3 students together, particularly over the summer months. Efforts are always made to keep these students and courses together in order for students to study together, function more as a team, and self-police with regard to behaviour; however, with constant turnover of courses and differences in sizes of groups coming in and out, it is very difficult to do. In the summer of 2010 only two beds in all of Nelles Block were vacant. Another on-going challenge surrounds the policy of limiting members posted to CFB Esquimalt for employment (as opposed to training) to just 60 days in accommodations before securing accommodations on the economy. While this is not usually a problem for regular force members (as they have more certainty with the length of their postings), it is a struggle for certain reservists on short term (thirty to ninety day) contracts as they are not usually able to find accommodations on the economy for periods of less than twelve months. A policy to allow Reservists to stay for up to one year is one that will be considered during the next calendar year.

90. Vandalism continues to be an all-too-frequent issue within Nelles Block. In order to mitigate the vandalism and associated costs, it has been decided to order security cameras to monitor all entrances. The cameras will be installed in the next calendar year.

91. Base Food Services. Major projects started and/or completed included:

- a. Due to renovations in 2008, a problem was discovered with the airflow and the positioning of the char broiler in the Nelles galley. A work order was raised (September 2009) and Construction Engineers investigated airflow of all fan units within the facility. The char broiler was the issue, and corrective work was completed in February 2010. Smoke removal issues were alleviated;
- b. In January 2009, the Base conducted an audit at Nelles Pacific Galley to calculate volume of organic waste. The six month Environmental Trial at Nelles to reduce organic waste was an outstanding success. This has lead to the implementation of composting in all B-Foods facilities and a plan for implementation within the dockyard;
- c. Replacement of the Grease Trap Interceptor, located in the servery floor area above the Rainbow Room of the Chief's and Petty Officer's Mess was scheduled to be completed in 2010. This project has been delayed by Defence Construction Canada. No anticipated start date has been provided;
- d. Recosting of cycle menu recipes were completed in the Spring of 2010, followed by a review of current menu pricing. It was found that menu pricing was significant below what was required for effective cost recovery from type 3 customer cash sales. A briefing note was prepared to substantiate a menu price increase. New prices went into effect 1 November 2010, with a subsequent increase planned for 1 April 2011, and future price reviews at the beginning of each fiscal year; and
- e. An extensive review of staffing was done in Summer of 2010 culminating with a briefing note recommending the baseline and surge activities staffing requirements for Base Foods. Decisions regarding baseline staffing are expected by end of Jan 2011.

92. Tasking and significant events included the following:

- a. Support to numerous activities, including a number of Day Sails (recruiting and training), personnel manning of new class of ship ORCA and a variety of Formation and Base exercises and events. The latter included the Fleet Review, Canadian Naval Centennial events and celebration of the Navy 100th Anniversary ceremonies, United Way Pancake Breakfast, Mustard Seed

Dinners, four Christmas Dinners for Veterans, as well as Base and Fleet School personnel, mess activities (mess dinners, weepers, etc.), privately catered events (weddings, funerals, anniversaries, etc.), aboriginal awareness (RAVEN program), Formation Appreciation Barbeque, and general support to the Formation;

- b. Director Maritime Logistics conducted a Logistic Compliance Inspection (19 to 29 April 2010) to assist Base Foods and streamline the organisation. All aspects of food service were reviewed with suggestions for cost recovery, staffing and HR issues;
- c. Naval Officer Training Centre Galley successfully completed another summer with high diner numbers including supporting Reserve Basic Officer Training Center Initial Assessment Phase, Basic Officer Training Phase and Maritime Surface training. The Nelles Pacific Galley supported Primary Leadership Qualification training, Naval Environmental Training Program, Fleet Diving Unit (Pacific), Canadian Forces Fleet School Esquimalt, Port Security and Area Reserve Units. Base Food Services also supported visiting Cadet and Reserve Units;
- d. Despite experiencing challenging staffing shortages throughout the year, including employing an ever increasing list of personnel with varying degrees of medical employment limitations, Base Food Services gamely assisted to fill MARPAC cook shortages whenever possible and as required;
- e. Newly established billets, transferred from the FAP positions Base Food Services provided much support throughout the year to man the newly constructed ORCA class vessels; and
- f. Base Food Services conducted a two week (April 2010) food services familiarization for eleven Sea Logistics Officer Candidates, encompassing a thorough review of Base Food Services, both Cook and Steward MOSID overviews, tour of food services operations aboard a Frigate, and a food show hosted by local supplier. This familiarization not only briefed on food services rules, regulations, and issues, but was also an excellent networking opportunity within the MARPAC food services community between future Ship's Supply Officers and Cooks at the management level.

BASE PERSONNEL ADMINISTRATION

93. The Base Personnel Administration (BPAdm) Section consists of the Base Orderly Room (BOR) and the Naval Reserve Coordination Centre (NRCC). The Maritime Forces Pacific Return to Work and Transition Centre was re-established as the

Integrated Personnel Support Centre (IPSC) under the Joint Personnel Support Unit (JPSU). The stand-up of this unit was part of an ongoing process to meet the needs of ill and injured personnel, providing them with an integrated "one-stop service." This unit now operates independent of the BPAdm section.

94. Senior staff of the BPAdm Section are Lieutenant (Navy) Troy Gillespie as the Acting Base Personnel Administration Officer, Lieutenant (Navy) Alister Lombardo as Officer-In-Charge of the BOR and Public Funds Accounting Officer (PAO) and Lieutenant (Navy) Christina Lee as the Officer-In-Charge of NRCC. The Base Superintendent Clerk is Chief Warrant Officer Neil Townsend. Chief Petty Officer Second Class Kent Gregory is the BOR Supervisor.

95. The Base Orderly Room (BOR) functions include Pay, Records, Releases, Furniture and Effects, Records Management Office, Claims, IC Personnel Services/CFIRP Coordination, Foreign Duty/Reception and Dispatch, Public Fund Cashier and Training Cell. The Base Orderly Room is located on the lower floor of Building N30 at CFB Esquimalt. The BOR is the Unit Records Support (URS) for approximately 2,700 Regular Force personnel. NRCC is co-located in the BOR and provides Human Resource services for all Class B and C Naval Reserve personnel employed in Maritime Forces Pacific (MARPAF) units. The co-location of the BOR and NRCC fosters the Total Force concept and provides cross-training opportunities for Resource Management Support (RMS) Clerks between components.

96. The Pay and Records Section of the BOR faced significant staffing challenges this year, relying heavily on personnel awaiting training (RMS Clks awaiting QL3). This situation placed a large burden on the few qualified and experienced staff members available and represented a serious challenge for supervisors. The Pay and Records section administered 9909 client appointments as well as conducting a comparable amount of routine pay and records processes on a drop in basis. 328 specialist pay audits and numerous junior officer promotions consumed significant time and personnel resources due to complicated and cumbersome Human Resource Management System (HRMS) and Central Computation Pay System (CCPS) actions. These activities also required extensive liaison with the Director Military Pay and Accounts Processing (DMPAP) and Director Human Resources Information Management (DHRIM) at the supervisory level.

97. The Release Section operated without a WO in the IC position throughout most of this year causing the 2IC and the senior Release Clerk to act one position of responsibility higher for most of the year. The section completed 306 releases this year as well as providing support to Area Support Group (ASU) Chilliwack. In addition, Release Staff conducted Second Career Assistance Network (SCAN) seminars, educating members on release procedures and entitlements.

98. The Records Management Office (RMO) Section operated without a Second In Charge (2IC) for the entire year, placing additional strain upon more junior staff members and the Officer In Charge (OIC). The section worked diligently getting up-to-speed with the newly implemented Record and Document Information Management System (RDIMS) and reconfiguring their standard operating procedures (SOPs) to improve Central Registry (CR) operations and to integrate RDIMS into day-to-day processes. The supervision of this section has been moved under the Training Cell Coordinator, a Petty Officer First Class vice Petty Officer Second Class. This is a result of an increase in the complexity of CR functions in light of the implementation of RDIMS and a desire to place greater emphasis on overall efficiency regarding records management as a whole.

99. The IC Personnel Services/Canadian Forces Integrated Relocation Program (CFIRP) Coordinator position operated under the transition of a new IC this year. This position is responsible for Foreign Duty/Reception and Dispatch, Claims, Furniture and Effects, and CFIRP Coordinator. The duties of the CFIRP Coordinator involved the adjudication and higher authority approval requests; which were well in excess of 200 files this year. The fulltime demands of this "secondary duty" placed a large demand on the IC when coupled with the position's numerous other responsibilities.

100. The Claims Section operated much of this year while undergoing a significant turnover in personnel. Both the IC and 2IC of the section as well as some junior members were changed during the year. The section completed 1256 TD claims, 2200 IR claims, 302 General Allowance claims and 731 LTA claims.

101. The Foreign Duty/Reception and Dispatch Section also operated much of this year while undergoing a significant turnover in personnel. Like the Claims section, both the IC and 2IC of the section as well as some junior members were changed. The section completed 181 Out of Canada (OUTCAN) move claims, 137 operational redeployment claims and 173 Decompression claims

102. The Furniture and Effects Section operated at full strength throughout this year with no difficulties.

103. The Public Funds Cashier Section operated at full strength this year although transitioning through several changes in personnel. The Cashier Cell saw a total of five Sub-Cashiers trained and/or employed during the course of the year. The Head Cashier conducted two turnovers this year. Most of the year involved a high volume of claims (both paper and ClaimsX).

104. The Training Cell was re-established this year bringing in a Petty Officer 1st Class and double-hatting a Master Seaman (also, 2IC of Claims). The BOR Staff conducted Monitor Mass for 80 base personnel, Supervisor Trg - Drugs/Alcohol/Gambling for 70 base personnel, and HRMS training for Train the Trainer (5), Correction Mode (10),

Foundation (15) and DMOS (50). The section also coordinated the training need of BOR personnel requiring training in Military Standard First Aid (6), Personnel Support Program (PSP) Health Awareness (15), Base Auxiliary Security Force (BASF) (15), (which encompassed C7, Sig Sauer, Chemical Biological Radiological Nuclear (CBRN) defence, Use of Force, Restraints, Asp Baton and OC spray).

105. The BASF/Nuclear Emergency Response (NER) teams were involved in significant training this year including three exercises which took BOR staff out of the office; and in some cases, out of the area; for multiple dates. Most sections suffered some reduction in operational effectiveness because of this time away from primary duties.

106. In addition to our primary responsibilities the BOR staff was involved in the following:

- a. providing Resource Management Support Clerks for Task Force Afghanistan;
- b. providing pre-QL5A On-Job-Training for the Resource Management Support Clerks in the Formation, including integral and lodger units;
- c. providing formalized training for several Phase 4 Sea Log Officers of Maritime Forces Pacific;
- d. establishing and providing training for all CFB Esquimalt personnel in the use of Monitor Mass;
- e. continuing responsibility for the Sea Duty Allowance Review, Land Duty Allowance Review, and Submarine Allowance Review from Maritime Forces Pacific Senior Staff Officer Administration; and
- f. providing Human Resource Management System training to units in Esquimalt, Comox, and mainland British Columbia, as well as Edmonton, Cold Lake, and Kingston.

107. The Naval Reserve Coordination Centre (NRCC) was involved in the following:

- a. providing administrative and pay support for BMOQ and all summer OJT personnel attached to Maritime Coastal Defence Vessels (MCDV's). There exists a requirement for additional incremental Resource Management Support personnel (minimum 2 clerks) to support this program;

- b. providing clerical support to Canadian Fleet Pacific Headquarters in order to process Annual Personnel Readiness Verification for all Maritime Coastal Defence Vessels;
- c. successfully trained three Logistic Officers on summer incremental employment /on-job-training; and
- d. reorganizing the NRCC with the goal of providing more comprehensive and timely support to clients. The NRCC was divided into three job related sections; Receipt and Dispatch, Pay and Benefits, and Records/Release. This division allowed for more effective in-house training for all Reserve RMS Clerks and Reserve Logistics.

BASE LANGUAGE TRAINING CENTRE

108. The Base Language Training Centre is an establishment under the direction of a military officer, Major Maurice Gauthier, who employs a civilian staff of teachers and administrative clerks in order to provide second language training to serving members of the Canadian Forces. Major Gauthier, as the Commandant of the Base Language Training Centre, is currently employed on a Class B Reserve contract.

109. Mr. Emile Chartrand continues as the Coordinator of Official Languages to Formation, Fleet and Base. The pedagogical team consisted of a group of teachers instructing in both official languages. They are indeterminate, term, and casual employees. Their tasks consist of administering the Canadian Forces French and English curricula. Ms. Johane Drapeau continued as the Senior Teacher, directing the organization of ten indeterminate and nine term/casual instructors. One indeterminate teacher, Mrs. Angelica Sneek returned to duty in March 2010,

She was employed from 3 September to 1 December as acting Senior Teacher.

110. French Language Training. Consisted of the following:

- a. Cours continu niveau supérieur (CCNS). This course was scheduled to be a ten month posting for members loaded to it. The course was scheduled to run from 04 August 2009 until 25 June 2010. Four serving members were posted to the Active Training List (ATL) for this training. A fifth member, a junior officer was integrated with the above candidates at the last minute;
- b. Cours continu niveau intermédiaire (CCNI). This course is scheduled from 03 August 2010 until June 2011. Eight candidates have been posted to his training for this time frame;

- c. Second Language Succession Planning Committee. Members are targeted by the Canadian Defence Academy; and
- d. Decentralized Military Second Language Program. Different levels of Basic and Refresher training were offered. These courses were loaded and administered under the direction of the Formation Coordinator of Official Languages.
 - i. Local French Course (Block). A total of fourteen candidates requested course loading for the following serials:
 - a. 05 Jan - 12 Mar 2010 - five candidates completed training at the Progress Level (PL) 6;
 - b. 08 Feb - 12 Mar 2010 - three additional students completed PL 6 in this time frame;
 - c. 19 Apr - 21 May 2010 - three members finished PL5; and
 - d. 25 May - 25 Jun 2010 - three more students completed PL5 before the summer leave period.
 - ii. General Officer/Colonel (GO/COL) and Above. Eight senior officers, received the benefit of this program which is curricula-based on the individual availability of the officer. Further, the scope of this training has been broadened and offered to Chiefs, Warrant Officers and Petty Officers First Class. This is in anticipation of changes whereby senior appointments to be held by these non-commissioned ranks shall be required to have second language proficiency at the level BBB, or higher.
 - a. 15 Mar - 01 Apr 2010 - one member received eighty-two hours of instruction;
 - b. 12 Apr - 28 May 2010 - an entire class of six members received advanced training from Mrs. Naima Housaini, in a classical instructor-paced program format;
 - c. 01 Jun - TBD - four members loaded and remain on strength; and
 - d. 14 Jun - 30 Jul 2010 - one member successfully met the PL 5 standard.

- iii. Computer-Based Training. An introductory program taught on-line in the Computer Lab to bring students up to Progress Level (PL) 1. This is generally a prerequisite for loading to Block or Continuous French training. Sixty-five (65) people from the Base, Formation and Fleet enrolled and were recorded as attending this program over the course of the year.

111. English Second Language Training.

- a. English Language Training - This program is ongoing, integrating French-speaking personnel of all levels based on their proficiency at the time of loading and the target levels required to complete their trades' training. This training platform is based on the Canadian Forces English curricula, with adjustments highlighting trade-related vocabulary and syntax. Forty-four (44) students, many of them "personnel-awaiting-training" (PAT) from Canadian Forces Fleet School, received the benefit of this type of education. Base Language Training Centre currently has an advanced group of pre- QL3 candidates studying in a classroom in the Combat Systems' Engineering Division at Fleet School. This space was allocated to Base Language Training Center's use because of over-manning issues at the school itself, but was also deemed to be beneficial to integrating pre-QL3 candidates into the standardized military training schema; and
- b. Special English Training - This is a modified curriculum that is offered based on particular requirements of their employment platforms. One candidate received this type of training until October, and then was posted to a ship.

MILITARY FAMILY RESOURCE CENTER (MFRC)

112. The MFRC provides programs and services that serve, involve and advocate for the military community and their families, and which address the unique challenges of the military family lifestyle that will result in an enhanced quality of life.

113. The MFRC had another busy, productive, yet challenging 2010. During this year, we supported the Formation during its Centennial anniversary and adapted to an increased request for services due to economic realities in the civilian community. Amidst this challenge, staff continued to be extremely productive in the way of program development and have initiated several programs that will lead to a more consistent approach to service delivery. Overall, we continued to support the Formation in meeting its operational requirements both at sea and overseas by providing consistent 24/7 support to families. A highlight still continues to be the commitment and passion of the staff who continue to facilitate their work without monetary increments.

114. Highlights of 2010. Notable highlights are as follows:

- a. celebrated 22 years of providing programs and services to the Esquimalt military family community;
- b. continued to develop a series of staff and Board training resources in conjunction with our US counterparts this year (Staff Orientation E-Learning Tool, Board Governance E-Learning Tool). Both products have been shared with other MFRC's nationally and have contributed to the initial standardizing of training tools for MFRC's;
- c. re-designed the Navigator Web Site, a national website, developed and maintained by the Esquimalt MFRC. This year, the entire site has been revamped to make it easier for families to use and an additional feature has been included that will list all childcare options for families nationally;
- d. re-designed the MFRC Web Site – the site now provides interactive ways to help those outside the area access services/resources;
- e. responded to over 15,000 requests for general service and program information, and 10,000 additional deployment-related requests. Approximately 800 Staying in Touch Calls were made; approximately 400 intakes for personal or counselling support were performed; and, care was provided for over approximately 1,200 casual childcare requests; provided a wide range of parenting programs to address military lifestyle issues;
- f. facilitated 100 family network activities, 15 adult deployment workshops, 100 children's deployment workshops, 5 deployment briefings and 4 deployment homecoming activities;
- g. revamped and enhanced support to HS 443 Maritime Helicopter Squadron through monthly lunch and learns, attendance at their Professional Development Days and Family events;
- h. continued to support the various Reserve Army units up and down the Island as many members deployed to Task Force Afghanistan over the past year;
- i. continued to be a strong member and proponent of the Formation Defence Community Wellness Advisory Team to encourage greater collaboration between the Base service providers and HR professionals to identify wellness trends/challenges/solutions within the Formation;

- j. continued to be a consistent member of the Formation Family Violence Crisis Team. The MFRC staff member has been the consistent member on the team for the past eleven years. Staff also sit on the comparable provincial committee and have been instrumental in ensuring the issue remains an awareness/educational priority for the organization;
- k. staff continue to mentor other MFRC colleagues across the country and take a leadership role in the delivery of the Military Family Services Program nationally;
- l. developed an information data base that will allow us to map our community and allow us to target programs based on need and location;
- m. hired a Family Liaison Officer (social worker) to be part of the Integrated Personnel Support Centre team (a unit dedicated to CF ill and injured) to ensure families of these members are supported;
- n. initiated a national meeting for all Executive Directors in Calgary to discuss standardization and greater collaboration between MFRC's nationally;
- o. initiated the Imagination Library through a grant from the Homecoming Statue Committee. This literacy program allows for every child born into our community to receive a free book per month until they are five and has shown to promote resiliency in children;
- p. initiated and implemented the publishing of the Coast 2 Coast - a national update of MFRC's targeted towards leadership so they can stay apprised of the collective developments of MFRC's nationally;
- q. actively participated on the national committee created to assess the feasibility of a national association for MFRC's;
- r. completed a community needs assessment and participated in the delivering of the national Director Military Family Services, Military Family Support Program participant survey. Both activities allowed us to gather more information on the needs of our community;
- s. increased counseling staff complement to address shortage in counseling resources due to cuts in services in the civilian community. Counseling staff managed to survive a 300% increase in requests for service during the early months of 2010;

- t. received an excellent site visit report through the national funder which indicated they are highly satisfied with the service delivery from Esquimalt MFRC;
- u. through creative programming and staff initiatives, program attendance increased in deployment programs;
- v. created and implemented a section for Commands on the website to assist new Command Teams in accessing information ref the MFRC and services/resources applicable to their roles; and

115. Community Special Events. Significant community special events comprised of the following:

- a. the volunteer recognition event (dinner and entertainment) co-sponsored by PSP and funded by SISIP in April was very successful and very well attended by 200 volunteers, Board and staff. This was an excellent opportunity to thank volunteers for the many hours they dedicate to the military community;
- b. hosted our annual strategic planning session which involves Board, all staff and community representatives. This annual event allows the organization to gather community and staff input so that the board can continue to forward the strategic direction;
- c. the Annual General Meeting in September was well attended by Board and staff, but not by the community at large;
- d. the 2010 Formation Fun Day was the third joint venture between the MFRC, PSP, and the Base Administration Branch. Thanks to lessons learned from the first year, this one was bigger, better and had a greater attendance. It is estimated that 1,600 Defence community members and their families attended;
- e. The MFRC Board of Directors hosted a national conference on Governance whereby approx 100 Board members and Executive Directors from around the country gathered to enhance their competencies in this area;
- f. this year's West Coast Welcome was the best one yet with the largest number of contributors and attendees. It has become a great event to welcome those new to the community and provide them with the information required to make their integration into the Victoria community smoother;

- g. the 20th Annual Pacific Women's Day (previously the Women's Conference) was a great success and approx 80 women attended a full-day of pampering, connecting and learning;
- h. the popular Christmas MFRC Volunteer Recognition Event in December was an afternoon event at the Swan Lake Nature Sanctuary. Another great opportunity to thank our volunteers and their families for all they do to support our community; and
- i. the annual Father/Daughter dance was the most successful one yet and allowed for a wonderful evening for dads and daughters to spend quality time with each other at an event designed just for them.

FORMATION CHAPLAIN – 2010

116. The Formation Chaplain section consists of 12 chaplains: four Base positions, four CANFLTPAC positions, one position with the Mental Health section, two on the Basic Training List, and one borrowed position currently employed at the Fleet School. In addition, the Chaplains at the Cadet Summer Training Centres in Vernon, Albert Head and HMCS Quadra report to the Formation Chaplain. Furthermore, one Reserve Entry Scheme Officer and one Reserve chaplain were employed at CFB Esquimalt during the summer months.

117. Major taskings/deployments included: A Lt(N) chaplain deployed to OP ATHENA with the Theatre Support Element. One Lt(N) chaplain was tasked to the CF Casualty Support Team at Landstuhl Regional Medical Centre in Germany. One Lt(N) chaplain deployed to Ex Southpoy in HMCS PROTECTEUR. The Formation chaplain (Maj) deployed to OP PODIUM as the chaplain team leader.

118. The MARPAC chaplain team hosted the MARCOM chaplain's conference this year.

PART III – BASE CONSTRUCTION ENGINEERING BRANCH

119. General. The Base Construction Engineering Branch is responsible for the management, development, construction, maintenance and operations of realty assets at CFB Esquimalt and its satellite sites. The Branch provides emergency services, including response to infrastructure and utilities emergencies; hazardous materials spill response; urban search and rescue response for self recovery in case of an urban disaster such as an earthquake; and a deployable military construction troop to support (Chief of Maritime Staff) CMS commitments to domestic, international and expeditionary operations.

120. The Branch comprises 7 major sections: Executive Officer (XO), Operations, Engineering, Administration, Base Development Engineer, Real Estate Services (RES) and Risk Management. The following paragraphs summarize the core functions and major activities of each section and are preceded by a listing of branch-wide activities for the reporting period 1 January through 31 December 2010.

121. Branch-Wide Activities. Significant branch-wide activities of the Construction Engineering Branch in 2010 included the following:

- a. Senior Personnel Changes:
 - i. LCol Darlene Quinn, was posted in from NDHQ Strategic Joint Staff in Jul 2010 and assumed command Base Construction Engineering Branch as the new Base Construction Engineering Officer (BCEO);
 - ii. LCol Jon Burbee, departed his position as BCEO in Jul 2010 and was posted out to second language and pre-deployment training for Task Force Afghanistan in 2011;
 - iii. Capt Sophie Nadeau, Customer Service Officer (CSO), was posted out to 1 ESU Moncton in July 2010;
 - iv. Capt Darod Awil was posted in, after completing his Construction Engineering Officer training, as the new Pacific Naval Construction Troop Commander (PNCT Comd) in April 2010;
 - v. Lt Alain Ruel moved from PNCT Comd to the CSO in May 2010;
 - vi. Lt Alain Ruel replaced Capt Sophie Nadeau, who was posted out to 1 ESU Moncton, in Jul 10 as Customer Service Officer (CSO);
 - vii. WO Kevin Stanford (PNCT WO) was posted to 1 ESU Moncton in March 2010;
 - viii. Sgt Dave Hahn was posted in from 17 Wing Winnipeg as PNCT WO in August 2010;
 - ix. Mr. Aidan Neil (Financial Business Manager) continued as Acting Base Human Resource Planning and Projects Officer throughout 2010 and Mrs. Sharon Park remained acting as Financial Business Manager for the full year;

- x. Ms Sharon Beach continued as Acting Manager of Real Estate Services for the remainder of 2010 as the competition to fill the Manager position concluded;
 - xi. Mr. Marcel Erkelens (Electrical Business Manager) remained on and Mr. Gerald Bennie remained as the acting Electrical Business Manager for the full year;
 - xii. Mr. Keith Stemkens remained as Acting Alarms Coordinator as this position is normally occupied by Gerald Bennie;
 - xiii. Mr. Dale Orr was appointed as the Electrical Line Crew Coordinator in August 2010; and
 - xiv. Mr. Phil Petersen (Works Coordinator) became ill in August 2010; several Works personnel were appointed Works Coordinator for the remainder of 2010.
- b. Major Projects / Initiatives:
- i. Internal Space Reallocation. Due to some changes in staff levels within different sections of the BCE Branch, it was necessary to reallocate space within building SH575. Minor renovations began in late 2010, that will see better use of space for Engineering, Defence Construction Canada, Real Estate Services, Base Development Engineer and allow the Contracts section move from 3 locations to one; and
 - ii. Branch Process Improvement System. Launched in 2009, this process has seen the Branch develop the following improvements:
 - a. BCEO Job Hazard Analysis for CE Trades to ensure better awareness of job hazards (ongoing);
 - b. Improvements in the Branch Return to Work Program, which has resulted in measurable increases in early returns to work;
 - c. Improvements in material procurement processes have ensured the financial guidelines are followed, eased the workload on the shops and enabled supervisors more time to better coordinate their daily workload;

- d. Improvements to the work flow procedures of work orders in the Operations Section, resulting in better use of contracts vs. shop during changes in Branch funding levels and procedures for work orders from outlying areas;
 - e. Improvements in tool management/accountability in the Tool Crib; and
 - f. Improvements to Project Management, including implementation of a Project Timeline Template, Project Finance Template and improved project tracking.
- c. Deployments / Taskings:
- i. Task Force Afghanistan - Roto 8: MCpl Dussault (Deployed Oct 2009 to May 2010);
 - ii. Task Force Afghanistan - Roto 9: MWO Shears (Deployed Apr 2010 to Dec 2010);
 - iii. OP PODIUM (2010 Vancouver Winter Olympic Games):
 - a. LCol Burbee – deployed to Vancouver as Joint Task Force (Games) Engineer (Jan – Mar 2010); and
 - b. - deployed with Joint Task Force 2 (JTF2) (1 Dec 2009 – Mar 2010);
 - iv. Personnel Attached Out: Mr. Aidan Neil (Financial Business Manager) continued as Acting Base Human Resource Planning and Projects Officer throughout 2010; and
 - v. Major Support Activities: The BCE Branch provided significant support to the Winter Olympic Games, Naval Centennial, and Royal visit 2010.
- d. Training and Exercises:
- i. EX UBIQUE (3-5 Mar 2010, CFB Gagetown, NB) a forum for Branch discussions on current challenges and issues for the Canadian Military Engineers (CME). The theme for 2010 was "Infrastructure". The exercise was attended by Maj Weatherley, Capt Nadeau and CWO Heath;

- ii. BCE Branch Town Halls (7 Apr , 9 Jul and 2 Dec 2010);
 - iii. Mentoring and Coaching Workshop for senior staff (13 Apr 2010);
 - iv. HMCS CALGARY Day Sail was enjoyed by 12 deserving civilian employees (10 Sep 2010);
 - v. XO Section Day Sail on the Oriole (28 Sep 2010);
 - vi. PNCT Adventure Training on the Oriole (12-17 Oct 2010);
 - vii. Annual BCE Branch Training (19, 20 & 21 Oct 2010);
 - viii. Construction Engineering Occupations Advisory Group (CEOAG) semi-annual meetings (2 Apr 2010, Winnipeg, MB and 28 Oct 2010, Trenton, ON) were attended by CWO Heath as the Senior Trade Advisor for Construction Engineer NCM occupations for the Navy; and
 - ix. Construction Engineering Training Session (CETS), (24-27 Oct 2010, Trenton, ON). The theme of the 2010 training session was "Construction Engineering in the North" and was attended by LCol Quinn, Maj Kierstead and CWO Heath.
- e. Other Significant Activities:
- i. Change of Command Ceremony was held on 22 Jul 2010, when LCol Jon Burbee handed over command of the BCE Branch to LCol Darlene Quinn;
 - ii. Real Estate Services (RES) Branch returned to the BCE Branch as the RES Section effective 1 Dec 2010. Real Estate Services was formerly a part of BCE, but was given Branch status for a two-year period in January 2009 to facilitate large-scale initiatives that included the 2010 Olympics, Colville/Admirals Intersection Re-alignment, the CRD's Sewage Treatment Project, P3 initiatives and governance of the Esquimalt Graving Dock. The RES Branch, briefly joined the Formation Safety and Environment (FSE) Branch during 2010, when the RES Branch Head became the FSE Branch Head;

- iii. Geomatics sub-section was transferred from the XO Section to the Engineering Section in November 2010, permitting better alignment with other Engineering staff to manage buildings and systems, and the supporting data required to effectively record, analyze and document infrastructure changes over time;
- iv. Structural & Grounds Group underwent a name change to more accurately capture the nature of the work they do. They are now referred to as the Structural and Works (S&W) group;
- v. Awards received by members of the Branch:
 - a. Base Commander's Commendation was presented to Phil Peterson (22 Apr 2010), for his volunteer work with the aboriginal community, including being a member of the Defence Aboriginal Advisory Group (DAAG) for the past six years and his support to the BCE Employment Equity (EE) program;
 - b. Base Commander's Commendations were presented to Stan Knowles and Tom Hunter (22 Apr 2010) for taking immediate action without any concerns for their own safety to quickly eliminate the possibility of an explosion when a gas line had ruptured inside a warehouse building in Colwood;
 - c. RAdm Greenwood presented Comd MARPAC Awards to Scott Anderson, Lindsey Edwards and Keith Stemkens in recognition of their work in the Corrosive Fluids Facility (23 Jun 2010);
 - d. BCE Branch implemented a new BCE CO's Award Program in Jun 2010 to recognize Branch personnel for exceptional performance and for enhancing the quality of work-life within the Branch. The first award was presented in Jul 2010 as a team award for the outstanding accomplishments of the BCE Events Committee;
 - e. HMCS CALGARY Day Sail was enjoyed by 12 deserving civilian employees (10 Sep 2010);
 - f. Marcel Gingras was presented the ADM(IE) "Realty Asset Management Achievement Award (Individual)" by MGen

Benjamin, the Chief of Staff from the Assistant Deputy Minister for Infrastructure and Environment ADM(IE) and Canadian Military Engineers Chief Engineer for his work on the Master Real Property Development Plan (MRPDP) (14 Dec 2010); and

- g. RAdm Greenwood presented Civilian Naval Centennial Awards to 6 civilian employees in the Formation who have demonstrated leadership in enhancing the quality of life within MARPAC, in their unit, or in their community. The BCE Branch had 3 of the 6 recipients: Don Thompson, Marian Cranston and Ken Lidstone (16 Dec 2010).
- vi. Major Social Functions. All social functions were self-funded and each function raised some funds towards BCE charities:
 - a. Casino Day (afternoon 25 Feb 10);
 - b. Spring BBQ (employee appreciation) – (13 May 2010);
 - c. Chimo Challenge – a kayaking, biking and running challenge for BCE military personnel (4 Jun 2010);
 - d. Family Picnic and annual Defence Construction / BCEO Ball Game at Work Point Ball Field (11 Aug 2010);
 - e. Annual Combat Golf at Heals Range - raised over \$852 towards our United Way goal (7 Oct 2010);
 - f. BCE Branch Christmas Luncheon was held at the Macaroni Grill. 2010 was the first year that the entire Branch enjoyed the Christmas luncheon as a group (10 Dec 2010); and
 - g. Annual CE Christmas Dinner and Dance was held at the Ukrainian Cultural Centre (11 Dec 2010).
- vii. GCWCC/United Way - BCEO GCWCC Kick Off was 7 Oct and at the wrap-up on 2 Dec 2010, the total contributions in 2010 from the BCE Branch to the United Way was over \$30,000;
- viii. Christmas Hampers - Through cash donations and a Silent Auction held on 25 Nov, we raised almost \$2,500 to support our Christmas Hamper Program. We supported eight families this year including one of our own. We also gave fruit baskets to two of our members who were on extended sick leave for severe illnesses; and

- ix. BCEO Bursaries – the BCE Branch sponsors an annual bursary for two \$250 bursaries to students graduating from Esquimalt High School who continue their training and education in the construction engineering field directly upon graduation. This year Matthew Tromp was the sole student continuing into trades school, and the committee voted to provide him with a single \$500 bursary.

122. XO Section. Is responsible for customer services, determining work requirements, management of branch finances and the provision of drawings and geographical information through the following sub-sections: Customer Service, Financial Business Management and Geomatics.

123. Customer Service Section:

- a. Core Functions: responsible for controlling the branch workflow and liaising with customers by:
 - i. Receiving trouble calls and work requests from customers and entering them into Canadian Forces Engineering Management System (CFEMS), generating Work Orders and Project Files;
 - ii. Investigating requests, developing statements of requirements and liaising with customers and providing updates on status of ongoing work; and
 - iii. Assisting in information gathering in order to prioritize required work.
- b. Personnel Changes:
 - i. 2Lt Peter Hucal was posted out to CFSME CFB Gagetown for phase training in May 10;
 - ii. Lt Alain Ruel replaced Capt Sophie Nadeau, who was posted out to 1 ESU Moncton, in Jul 10 as Customer Service Officer (CSO);
 - iii. Customer Service Clerk (CSC) Dorothy Popplow left for an eight month secondment in Oct 10;
 - iv. Mr. Don Fenton transferred to an Acting Customer Service Analyst (CSA) in Oct 10;

- v. Lt John Paradis was posted in Oct 10 as Customer Service Assistant (training position); and
- vi. MWO Bill Shears returned from Afghanistan in Dec 10;

c. Major Challenges:

- i. Due to Salary Wage Envelope restrictions only one of the two civilian Customer Service Analyst positions was funded and filled, creating a backlog with respect to project development and regular customer contact;
- ii. Developing firm, written SOPs for the Minor New Construction Committee and daily CSO procedures as well as other BCE base policies; and
- iii. The in-year addition of a large number of project files to the unit implementation plan due to a significant increase in budget caused considerable doubt when trying to forecast completion dates and project costs.

d. Training and Exercises:

- i. Lt Ruel: AFOD Block 2, Harassment Advisor Course, Supervisor's Training for Addiction Free Workplace;
- ii. Capt Syzek: OPME Residential, Supervisor's Training for Addiction Free Workplace; and
- iii. WO Getson: Supervisor's Training for Addiction Free Workplace, Monitor MASS.

124. Financial Business Management:

- a. Core Functions: responsible to provide financial advice to management for the control and monitoring of the Construction Engineering budget in accordance with Treasury Board policy, the Financial Administration Act and the Realty Asset Maintenance Manual.
- b. Personnel Changes: The continuation of Mr. Aidan Neil's (Financial Business Manager) acting assignment as Acting Base Human Resource Planning and Projects Officer and the time required staffing the position resulted in Mrs. Sharon Park remaining as acting as Financial Business Manager for the full year.

b. Major Challenges / Initiatives:

- i. Tool Crib. The single greatest challenge in the past year has been to re-organize the Operations Tool Crib area and account for all the tools and equipment that has been purchased over the last few years. Supply Customer Account (SCA) verifications were initiated in June 2010. By Dec 2010, 11 SCAs had been verified and sent to Base Supply for action. At the same time, we started working on individual's tools and will eventually have every tradesmen resign for their tools; and
- ii. Staffing. Staffing of Indeterminate, Term or Casual positions has become more difficult due to new DND wide procedures that took effect in Dec 2010; however, efforts continued to backfill behind retiring or departing members.

c. Electrical Group:

- i. Core Functions: The Electrical Group comprises of three main crews: Industrial Electrical, Line Crew and Alarms. The crew members also rotate into the electrical positions in the Service Plus Group. Although our crews are specialized, crewmembers rotate between positions to allow for cross training, enabling all crew members to fill any position based on operational requirements. All crews have preventative maintenance and repair functions they are responsible for. Some of these are mandated by law, others are required to ensure operational readiness is maintained and the base equipment and structures are kept in a safe, secure, functional condition. The core functions of each crew is as follows:
 - a. Industrial Electrical Crew. Performs most of the regular electrical construction and maintenance tasks. This includes a variety of tasks such as office renovations, and electrical maintenance and repair of all jetties, bunker, hangers, galleys, and any other base structure and equipment requiring electrical expertise. Members of this crew also work on communication infrastructure, power monitoring systems and Energy Management Control Systems;
 - b. Line Crew - is responsible for all high voltage systems including power distribution. They also maintain secondary power supplies, street lighting, tank farm cathodic protection and the two submarine battery charging systems as well as Generators (maintains all land based power generators and uninterruptable power supplies); and

- c. Alarms Crew - is responsible for Intrusion Alarms (installs and maintains all land based intrusion alarms as well as access controls and security camera systems), Fire Alarms (maintains all land based fire alarm systems as well as electrical and alarm requirements for environmental systems such as lift stations).
- d. Personnel Changes:
- i. Mr. Marcel Erkelens (Electrical Business Manager) from his position as Business Manager on (24 Apr 2009). Mr. Gerald Bennie (Electrical Coordinator) remained appointed Acting Electrical Business Manager during Marcel's absence;
 - ii. Mr. Keith Stemkens (Alarms Coordinator) remained appointed Acting Alarms Coordinator as this position is normally occupied by Gerald Bennie;
 - iii. Mr. Dale Orr was appointed as to indeterminate position of Line Crew Coordinator (03 Aug 10);
 - iv. Mr. Don Albany (EIM-11) remained off work to recover from a non-work related knee injury as of 1 Aug 09.;
 - v. Mr. Andrew Taylor won the apprenticeship competition and began his electrical apprenticeship as of 04 Oct 2010; and
 - vi. Due to slippage with a number of our employees taking LWOP, LWIA and LTD, we were able to hire the following casual employees;
 - a. Mr. Gary Thorsen (01 Oct 2010);
 - b. Mr. Jorden Goldsmith (23 Nov 2010); and
 - c. Mr. Ben Watson (07 Dec 2010).
- e. Major Challenges: A major challenge in 2010 has been staff and budget reduction issues, as well as lost time due to injury and illness of staff members. Over the past year, we have had difficulties meeting the needs of our customers, due in equal part to our limited staff and limited access to contracting out as a result of budget cuts. In the past when we found

our staff over-committed, we had always been able to send excess work to the contracts section. This year began with only work deemed urgent or beyond our expertise could be contracted out. This has led to a backlog of regular work and some disappointment by our customers normally used to a quick response. As the year progressed we found ourselves able to send more work to contacts but due to limitations within the contracts cell, not all requested work could be actioned in a timely manner. We have also found the time committed to perform fire alarm inspections has increased. Support to submarine battery charging took up more of our time. When we increase the number of submarines located at this base, this draw on our resources will increase as well.

f. Major Projects/Initiatives:

- i. Major upgrades required for safety of electrical staff and ships crews on jetties within the dockyard in accordance with arc flash study. Funding acquired from Ottawa and project is in hands of Engineering/Defence Construction Canada for completion by FYE (Fiscal Year End);
- ii. Arc flash study requirement was identified for all Base areas not yet tested. This safety requirement is with Engineering and is expected to be completed in 2011;
- iii. Fire Alarm Testing - completed on the timeline directed by the CF Fire Marshall. Improved reporting plan implemented;
- iv. HMCS Victoria Batteries - joint efforts between the BCEO Electrical Group and Fleet Maintenance Facility (FMF) personnel resulted in getting the new submarine batteries prepared for use. Batteries were put onboard the ship by the end of the year and BCEO Electrical Group and FMF personnel work together on continued battery maintenance;
- v. The new Hazmat building has come on line and our crews worked with the project to find and correct deficiencies;
- vi. Rocky Point Electrical upgrades. Much needed major electrical upgrades are being planned for Rocky Point X area. BCE Electrical began work with Assistant Deputy Minister (Infrastructure Environment) (ADM(IE)) to design and action this upgrade for completion in 2012 with special funding from ADM(IE);

- vii. Intrusion Alarm (IA) Replacement – BCE Electrical began work with designers to plan a major upgrade to our base wide IA system;
- vii. Fire Hall Project – The replacement Base Fire Hall construction project began in 2010 with much input and coordination from BCE Electrical;
- ix. Base Emergency Feed - BCE Electrical began work with BC Hydro, Engineering, and the Fire Hall Project Manager to design a replacement emergency power feed into the base;
- x. NAD 92 Transformer - BCE Electrical began working Engineering to have a replacement transformer installed in NAD 92 to replace an existing transformer which has already experienced one failure resulting in the evacuation of the Fleet School;
- xi. New Small Boat Floats – BCE Electrical began working with project designers to design the new jetties;
- xii. Utility Corridor – BCE Electrical continued to provide input in aid of the design of the new utility corridor; and
- xiii. Replacement Vehicles - We now have a number of new vans better able to handle the weights we require them to carry. We also have two pickup trucks capable of towing our trailers, including one four wheel drive allowing us to respond better to electrical problems in the event of poor weather conditions or in areas of seismic or flood damage.

g. Emergency Responses:

- i. High voltage cable failure affecting DY 260 (7 Jan 2010);
- ii. Critical UPS failure - affecting vital communications in DY199 (7 Jan 2010); and
- iii. Several power outages due to storms and BC Hydro system failures at Rocky Point (3), Colwood (4) and Albert Head (1) sites.

h. Training and Exercises:

- i. Power System Safety Protection - was provided to All Electrical staff in June. This was mandated training required by electrical safety standards;

- ii. High Voltage Cable Splicing - was attended by several staff members;
 - iii. Controlled Technology Access And Transfer (CTAT) training for most staff members was completed;
 - iv. Back safety training was completed in Nov;
 - v. First Aid training for many updated;
 - vi. RDIMS training for supervisory staff carried out in June;
 - vii. Mandated training Canadian School of Public Service for A/BM completed in Dec 2010; and
 - viii. Electrical Code upgrade night school taken by Mr. Gerald Bennie Jan - Apr.
- i. Apprenticeships:
 - i. Mr. Rodger Koberski and Mr. Shawn Creamer both completed their Electrical Apprenticeships and are now Journeyman Electricians; and
 - ii. Mr. Andrew Taylor started his first year of Apprenticeship in Oct 2010.

126. Mechanical Group:

- a. Core Functions: The Mechanical Group comprises of 5 main sub-sections responsible for the maintenance, repair, renovations and operations of the following in the Maritime Forces Pacific area:
 - i. Plumbing - responsible for plumbing, steam heating, gas fitting, compressed gas systems and fire suppression systems, repairs and service to water distribution systems and storm/sanitary drainage systems;
 - ii. Heating, Ventilation & Air Conditioning (HVAC) - responsible for sheet metal fabrication, welding, mechanical lifting devices, and ventilation systems;
 - iii. Environmental Controls Monitoring System (ECMS) - responsible for refrigeration systems, including the Arena, air conditioning

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systems, walk-in cooler and freezers, breathing air / compressed air systems and building systems controls. This shop also meets the legislated requirements of testing and record keeping for land based systems containing halocarbons;

- iv. Water, Fuels and Environment (WFE) - Water distribution systems, including water quality, storm and sanitary sewer systems, lift stations, fuelling systems, including the Colwood refuelling facility and the operation of the Oily Wastewater Treatment Facility; and
 - v. Central Heating Plant (CHP) - responsible for the main CHP at Dockyard 209 and 77 smaller plants in all areas of CFB Esquimalt.
- b. Personnel Changes:
- i. Mr. Jamie Birtwistle – Appointed casual Water, Fuels and Environment Technician (28 Sep 2010);
 - ii. Mr. Mike Shannon - Appointed casual Water, Fuels and Environment Technician (7 Dec 2010);
 - iii. Mr. Dan Lyons – appointed as indeterminate Refrigeration Technician (4 May 10);
 - iv. Mr. Don Restall – HP 03 – retired (31 May 2010);
 - v. Mr. Bill Bedwall – HP 04 –
 - vi. Mr. Mike Bates – HP 04 – appointed to indeterminate position (Oct 2010);
 - vii. Mr. Clay Denton – HP04 –
 - viii. Mr. Ken Stephens - HP 03 – appointed to indeterminate HP 03 position from on-call casual status HP 04 and subsequently appointed as acting HP 04 in Clay Denton's position until 31 Mar 11;
 - ix. Mr. Kaare Sayer – Millwright, was
 - x. Mr. Perry Metcalfe – Refrigeration Mechanic

- xi. Mr. Ryan Sigsworth – Refrigeration Apprentice
 - xii. Mr. Peter Hopkins – Millwright, was hired in Dec 2010 backfilling the Millwright Position in the HVAC Cell;
 - xiii. Mr. Michael Coles-Webb - was hired and appointed as a Sheet Metal Apprentice (Sep 2010);
 - xiv. Mr. Greg Birtwistle (Sheet Metal Worker) - was hired as a casual employee in Dec 2010 using year end slippage money;
 - xv. Mr. Ron Russell became an indeterminate member of the plumbing staff in early 2010;
 - xvi. A PIP 09 Plumber / Insulator position was cut from the Mechanical Plumbing Cell due to funding cuts; and
 - xvii. Mr. Chris Ley (Plumber) - was hired as a casual employee in Dec 2010 using year end slippage money.
- c. Major Challenges:
- i. Staffing Levels – With one Refrigeration Technician and one Refrigeration Apprentice we have been short of staff. In order to keep up with emergency work and complete legislated halocarbon leak testing, we have been forced to send project work to contracts that we had planned to complete in-house. We were not able to complete all of our mandated work requirements such as Preventive Maintenance Inspections. Lack of personnel with very little redundancy in the Central Heating Plant was also an issue;
 - ii. Funding Cuts - required repairs were severely impacted. Numerous projects that were on the Mechanical Business Plan for many years had been already deferred or delayed. The latest funding situation is expected to continue reactive instead of proactive repairs as the norm, only replacing the equipment or systems as they fail;
 - iii. Contract Support - funding cuts for contracts have limited our ability to contract out excess work and have significantly reduced our ability to manage and prioritize work, for example security screens normally done by contractors are now being done by HVAC staff, thereby reducing our abilities to keep up with HVAC

repairs. This additional work and the extreme funding cuts in the first two quarters 2010 severely impacted the preventive maintenance we had only just started to implement over the last few years. Additional funding in the last two quarters 2010 facilitated the completion of approximately 50% of the HVAC work order backlog;

- iv. Shop Workload - has increased substantially due to:
 - a. Inability to contract out work;
 - b. Increased support to Masset due to aging infrastructure and a lack of local support/expertise since Mr. Dave Clarke's departure;
 - c. Increased support to Canadian Forces Maritime Experimental and Test Ranges (CFMETR) was required to update the water treatment on Winchelsea Island, repair and replace ageing heating equipment and maintain water distribution systems and water quality control; and
 - d. Increased support to the Electrical Group and Base Fire Hall to complete mandated fire systems inspections.
- d. Major Projects/Initiatives:
 - i. Material Procurement - Operations has implemented a new process to procure material, which has eased the workload on the shop somewhat and improved supervisors' ability to better coordinate the daily workload and backlog of work orders. We are still working to improve efficiencies and timeliness on material purchases; but overall improvements and supervisory function have improved in this area;
 - ii. HVAC Preventive Maintenance Inspections (PMI) – With the cut backs in funding and requirement to reduce the use of contracts this year, we saw a major focus on small repair (74) and project (76) work. We had insufficient in-house resources left this year in support of completing any of the shop PMI function. This continues to cause more break down work having to be addressed versus completing the PM cycle to prevent this repeated occurrence. To help address this issue we have taken advantage of

surplus year-end SWE funding to hire some temporary casual employees to help to with the backlog of HVAC PMI inspections and HVAC maintenance programs;

- iii. Water, Fuels and Environment (WFE) Preventive Maintenance Inspections (PMI) - WFE personnel have started to implement the comprehensive PMI program for the Colwood Fuel Farm and continue to provide a high level of support to Base Logistics and the Fleet Fuelling Facility; WFE personnel completed the PMI program for fuel tanks, sewage lift stations, drinking water, water reservoir and swimming pool;
- iv. Environment Canada - Major work required to bring Base fuel tanks up to Environment Canada standards and meet the mandated legislation. There is no regulatory body in the Province of British Columbia that has responsibilities for fuel tanks, thus requiring a Professional Engineer to certify and supervise all work done on tanks over 2500 litres. We are currently working with Environment Canada who will not accept certification for other jurisdictions to rectify all areas where we are not compliant. We expect to meet the mandated legislation and any outstanding compliance issues prior to our next audit by Environment Canada which could come at any time;
- v. Roof-top Air Handling Unit - DY149 - was replaced this year by the Mechanical Shop, supported by Contracts and Electrical. This work was high priority and required in support of work be done in conjunction with the submarine refit programme;
- vi. Support to Aldergrove/Matsqui - we have reduced our support to Aldergrove/Matsqui with improved Contracts support through Defence Construction Canada (DCC). The new contract incorporates the local contractor to do the mandated water and sewage treatment plant operation and sampling work. This reduces overall costs and improves flexibility to better utilize our in-house staff for other tasks. With the new contract in place in our support has reverted back to normal semi-annual visits;
- vii. Major freeze ups - Extensive repairs to buildings SH585 and AH1012 were needed this year to repair water damage due to an unseasonal stretch of cold weather in November; and

- viii. Shop Equipment – With opportunity funding the shop was able to purchase much needed replacement hand tools and upgrade the heating plant, plumbing, refrigeration, sheet metal and WFE tool kits. Large purchases were also made in support of material stock for maintenance and repair work.

- e. Awards For Plumbing Shop Personnel – Mr. Stan Knowles and Mr. Tom Hunter were presented with an award from the Base Commander recognizing their work at Colwood 112. Mr. Lindsay Edwards was presented with an award by the Base Commander in recognition of his work in the Corrosive Fluids Facility. Don Thompson was presented an award by the Commander of MARPAC in recognition of his long standing support to Base infrastructure and charitable works.

- f. Emergency Responses:
 - i. After Hours Response - Mechanical Shop members responded to numerous after hour call outs to handle emergency problems relating from storm damage to jetties, minor system failures in water, sewage, heating, ventilation, air conditioning, mechanical devices, etc. Two of our tradespersons have responded to emergency situations in Masset on very short notice; and
 - ii. The HVAC coordinator and staff supported BCE Contract Cell, Formation Risk Management and FMF by coordinating, inspecting and advising stake holders in decisions regarding HVAC equipment, filtration and indoor air quality resulting from the Dec 2010 silica spill.

- g. Training and Exercises:
 - i. Urban Search and Rescue (USAR) Team – 4 Mechanical personnel are on the team and participated in training and exercises throughout the year;
 - ii. Indoor Air quality, Heat Recovery Units and HVAC infrastructure training supplied at no cost to us by our equipment Suppliers - HVAC personnel attended;
 - iii. Confined Space Entry/Confined Space Rescue training – numerous mechanical personnel have updated their training;

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- iv. National Fire Prevention Association training in HAZMAT Operations/Awareness and HAZMAT Technician training – we continued to send WFE personnel to update the shops level of training;
 - v. Water Distribution Level 1 Training - we continued to send WFE personnel to update the shops level of training;
 - vi. Fuel Tank/Fuel System Inspection training and Environment Canada Fuel Tank/Fuel System Regulations training attended by 2 WFE personnel;
 - vii. Incident Command Course - we continued to send WFE personnel to update the shops level of training; and
 - viii. Hazardous Emergency Response Team (HERT) started its monthly training schedule in Jan 10 – all WFE personnel participate.
- h. Apprenticeships:
- i.
 - ii.
 - iii.
 - iv.

127. Structures and Works Group

- a. Core Functions: The Structural and Works (S&W) Group consists of two main sub-sections:

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- i. Structural - responsible for the maintenance and construction of Base buildings, marine structures and related infrastructure, the Structural component consists of the Carpenter, Painter, Mason, Sign Writer and Roofer trades groups. The core activities include the maintenance of all structural and architectural components of buildings as well as jetties and floats; and
 - ii. Works - responsible for the maintenance of Base roads, grounds, marine structures and related infrastructure and consists of Municipal Works Maintainers, Gardeners, and Construction Labourers. The core activities include the maintenance of chain link fencing, roads, grounds, floats/fendering systems, and related infrastructure. This is done both independently, and in support of other BCE/Base groups.
- b. Personnel Changes:
- i. Mr. Storm Mellings, Mr. Damien Peacock, Ms. Sarah Haakenson were students who were hired for the summer through the "Head Start" employment equity program;
 - ii. Mr. Courtney Chapman - Appointed to indeterminate status as a MAN 03 (22 Mar 2010);
 - iii. Mr. Phil Petersen became ill in August which necessitated the staffing of the Main Warehouse Manager's position in an acting role, on a rotational basis;
 - iv. Mr. Chris Barlow - Appointed to indeterminate status as an ELE 3 (2 Jan 2010);
 - v. Mr. Jason Clarke - Appointed casual Carpenter (7 Dec 2010);
 - vi. Mr. Lyle Husak - Appointed casual Sign Writer (7 Dec 2010);
 - vii. (MWM 5) - was off work the entire year on Worksafe BC claim;
 - viii. (MWM 5) - off work since July on Worksafe BC claim and returned at the end of the year on the Return to Work (RTW) program; and
 - ix. (MWM 5) - off work since August on Worksafe BC claim.

- a. Major Changes: The Structural & Grounds group was renamed Structural & Works group in 2010 to more accurately capture the nature of the work they do; and
- b. Major Challenges: Budgetary restraints imposed early in the year forced us to significantly reduce the amount of work allocated to Contracts and drastically reduced funding for shop materials. This process took an about face midway through the year, at which time we found it very difficult to catch up and meet new budget targets. There was a requirement to increase numbers in the Procurement/Tool Crib area without the flexibility to create new position. This, as well as having several long term injuries/illnesses had an impact on the Works group staffing levels. Due to reduced preventive maintenance over many years and many building components that are well beyond their expected lifespan, we had a growing backlog for repairs and fell further behind on our response time for reactive work orders. We are replacing items that are failing, rather than maintaining or repairing prior to failure.
- c. Major Projects/Initiatives:
 - i. Roof replacement on 2 bunkers which provided roofing training for three carpenters;
 - ii. Replaced a large amount of shelving in the Wardroom kitchen;
 - iii. Major foundation repair of building AH1012;
 - iv. Placement of anti-slip grating on F-Jetty float;
 - v. Repainting of F Jetty fuelling piping and valves;
 - vi. Repainted Naden Athletic Centre's Tot Pool;
 - vii. Cleaning, scraping and painting of handrails at Building SH585 in preparation for Navy centennial functions;
 - viii. Assisted with two major sewer excavations in Belmont Park;
 - ix. Replacement of many jetty bull rails and relocation of the camels on A-Jetty; and

- x. Provided significant support for the Olympic security, Naval Centennial, and Royal visit.
- d. Emergency Responses: S&W staff regularly responded to a variety of emergencies both during and after working hours. These included: roof leaks, flooded areas, sanitary and storm sewer failures, and storm damages to name a few;
- e. Training and Exercises:
 - i. Bobcat/skidsteer training for MWM's;
 - ii. Urban Search & Rescue (USAR). 2 Structural and 1 Works member presently on the team;
 - iii. Hazardous Emergency Response Team (HERT). 2 Works members presently on the team;
 - iv. Backpower courses were initiated for all of S&W;
 - v. Controlled Technology Access And Transfer (CTAT) training (mandated);
 - vi. Respirator awareness training (mandated); and
 - vii. BCE unit training session (mandated).
- f. Apprenticeships: Structural has two Carpenter Apprentices in the second year of their training. Both scheduled to start third year training in Mar 2011; and
- g. Other Significant Activities: S&W were always very well represented at all BCE social functions in 2010.

128. Service Plus

- a. Core Functions: Service Plus is a multi-discipline section consisting of Carpenters, Painters, Plumbers, Electricians and Municipal Works Maintainers, responsible for:
 - i. Multi-trade quick-response to emergency or urgent requirements and minor maintenance of Base buildings and related infrastructure;
 - ii. Lighting relamping;

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- iii. Emergency light inspection and repair; and
- iv. Domestic appliance repair.
- b. Personnel Changes: Kelly Parkhouse - Electrician
- c. Major Challenges: Budget Restraint - Budgetary restraints imposed early in the year forced us to reduce the amount of work allocated to Contracts and reduced funding for materials. This process changed midway through the year, at which time we found it difficult to catch up and meet new budget targets;
- d. Major Projects/Initiatives: Service Plus continued to populate an electronic database inventory for all lighting on the base;
- e. Deployments/Taskings: Service Plus had the lead role in organizing Construction Engineering tasks for multiple events over the year in support of other Base units, which included:
 - i. Formation Fun Days;
 - ii. Formation appreciation barbecue;
 - iii. West Coast Welcome;
 - iv. NAOSH Trade Show;
 - v. Base Career Fair;
 - vi. Industrial Trade Show;
 - vii. Outdoor youth concert in Belmont Park;
 - viii. GCWCC/United Way kickoff;
 - ix. Support to various Navy Centennial Events;
 - x. Navy Day Parade;
 - xi. International Fleet Review;
 - xii. Change of Command for MARPAC & JTFP;
 - xiii. 150th Anniversary for Queens Own Rifles; and

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xiv. Annual Christmas Lighting Contest.

129. Cleaners Section

- a. Core Functions: The Cleaners Section comprise of Base and Hospital Cleaners, who provide cleaning services for the Base Clinic and Base buildings that are restricted to contract cleaners due to security classification requirements; and
- b. Major Challenges: The newly constructed Base Clinic Annex building is in final stages of completion, but will be cleaned by contract cleaners. This is expected to have only minimal affect on the BCE Cleaners section.

130. Procurement and Tool Crib Section

- a. Core Functions:
 - i. Procurement - provide all purchasing services, including order processing, computer data entry, quotes, material pick-up, receiving and validating transactions for Base Construction Engineering. Purchasing includes:
 - a. Local purchases under \$5K and work with the Base Logistics Branch for local purchases above that value; and
 - b. Standing Offer Agreement purchases of material up to the call-up limits.
 - ii. Tool Crib – manages inventory and issuing stores to tradespersons as required, including purchasing tools, consumables (tool related parts, i.e. drill bits, etc.) and personal protective equipment.
- b. Major Changes: The Procurement Section has been extremely busy with the refocusing of all purchasing duties for BCE Operations. As a result, a new position was created and filled for a Tool Crib Coordinator. Cindy Singleton won the competition and began work on 18 Feb 2010. With the arrival of this new Coordinator, the Tool Crib was made a separate section from the Expeditors who both report to the Operations MWO;
- c. Personnel Changes:
 - i. Mr. Charles Wilbourn GS-STC-03 was appointed as a new Procurement Assistant (position # 1186); and

- ii. Mrs. Cindy Singleton GS-ST5-05 was appointed as the new Tool Crib Coordinator (position # 811074).
- d. Major Challenges: The major challenge for this year has been workforce related. The Expeditor section dedicated great effort towards proper accountability and all its added processes. A backlog of material orders varied from slight to heavy depending on Expeditor staff on hand, and shared duties with the Tool Crib. Casual employment was attempted for the Tool Crib with little success. As a result, the decision was made to remove the Tool Crib from the Expeditor's responsibility, and hire a dedicated Tool Crib Coordinator. With the Expeditors and the Tool Crib focussing on their own separate responsibilities, Operations anticipates a more efficient environment, with a great reduction in stress.

131. Nanoose Detachment

- a. Core Functions: this section provides full Construction Engineering Services for Canadian Forces Maritime Experimental Test Range (CFMETR), Nanaimo Armouries, Nanaimo Ranges, Winchelsea Island Operations Center, Port Alberni Cadet Camp, as well as supporting the RCMP Dive Unit detachment which trains at CFMETR periodically and utilize certain infrastructure. Work is completed by 3 in house staff, coordinated through trade shops, or managed through contractors by CFMETR staff;
- b. Major Challenges:
 - i. Personnel - With a full time staff of only three personnel, completing all the maintenance and various tasks at the many remote locations within CFMETR's area of responsibility has continued to be a challenge. The variety and complexity of the work at times results in performing tasks outside normal duty areas. This can take us away from our regular duties, slowing down production on contract management and regular maintenance. We try very hard to be pro-active through preventative maintenance, but even with the help of contractors progress is slow; and
 - ii. Training - training personnel in different areas of responsibilities, BCE procedures, requirements, procurement rules/regulations, contract management procedures, project management, and priority requirements and different facility maintenance requirements with a small staff and a heavy workload has been challenging;

- c. Major Projects/Initiatives:
 - i. High Voltage Maintenance - Completed maintenance to failing, neglected high voltage grid throughout CFMETR, as well as maintenance of all air break switches;
 - ii. Winchelsea Island Cable Tray Replacement – Identified over 1200 feet of 4 inch conduit to be reinstalled under the catwalk that joins WIN1 to WIN4. The existing cable tray has rotted and many of the conduits are suffering from severe corrosion, some of them hanging by the wires. This repair will allow for better data separation thus improving the signals received from the test range;
 - iii. Essential System Back Up Power - Installed back up power to all essential Base communication and emergency systems;
 - iv. Jetty Maintenance - Replaced all rotted fender logs and chains on Ranch Point B Jetty; and
 - v. High Voltage Fuse Coordination - Calculated sizing and replaced high voltage fusing throughout the base in coordination with BC Hydro, preventing future nuisance base wide power outages.
- d. Training and Exercises: Training included Controlled Technology Access and Transfer, Confined Space Entrance and Fall Arrest courses. Cliff Moss attended the Fire Wardens course Coordinated by CFMETR Fire Hall.

132. Pacific Naval Construction Troop (PNCT)

- a. Core Functions: To support MARPAC deployments anywhere in the world by providing a Construction Engineering capability primarily focused on deployed engineering operations and disaster response;
- b. Personnel Changes:
 - i. Capt Darod Awil was posted in as the new PNCT Comd in Apr 09 after completing his Construction Engineering Officer training, replacing Lt Alain Ruel who moved to Customer Service;
 - ii. Sgt Dave Hahn was posted in from 17 Wing Winnipeg and took over as the PNCT WO from WO Kevin Stanford, who was posted to 1 ESU Moncton; and

- iii. The PNCT experienced a substantial increase in manning levels during 2010 when six new junior apprentice tradespersons were posted in:
 - a. Posted Out: Cpl Winters (RM Tech) and Cpl Barnett (Const Tech);
 - b. Posted In: MCpls Fraser (Const Tech) and Jamieson (PH Tech), Cpls (QL 3) Malysheff (WFE Tech) and Pastershank (Const Tech), Ptes (QL 3) MacLean (Const Tech), Mercier (Const Tech), Wu (ED Tech) and Romankis (PH Tech); and
 - c. Released: Sgt Samuels (Const Tech).
- c. Major Changes: All PNCT personnel were removed from the Urban Search and Rescue (USAR) Team. This was done to ensure that the substantial number of personnel on On-Job-Training will have sufficient time and supervision to complete our mandated training in the time allotted;
- d. Major Challenges: Manning Levels were the single most challenging issue. Finding ways to keep the decimated troop gainfully employed proved to be a challenge. The troop was only able to do a few projects in and around CFB Esquimalt. Another side affect of a small troop is the limitation to undertake beneficial training periods. Many of the facilities for military skills training require a minimum number and the troop was unable to meet that prerequisite on a number of occasions. Limited numbers of members within the troop also translated into a limited pool of knowledge that can be drawn upon for instructors in different fields;
- e. Major Projects/Initiatives: Forward Operating Base (FOB) Construction. The PNCT completed construction by installing the electrical services, generators and comms;
- f. Deployments/Taskings:
 - i. Cpl Wood was tasked out for the 2010 Vancouver Winter Olympics 30 Nov 2009 – 1 Apr 2010; and
 - ii. MCpl Dussault returned home from his tour in Afghanistan May 2010.

g. Training and Exercises:

- i. 10-17 Oct 2010 - PNCT conducted Unit Adventure Training aboard the HMCS Oriole;
- ii. 15 Nov – 4 Dec 2010 - Sgt Dave Hahn completed the ILQ course 0036 in St Jean;
- iii. 7 Sep – 6 Oct 2010 - Cpl Marcel Kozyn completed QL5 training;
- iv. Sep 2010 – PNCT members conducted military refresher training, including: weapons qualification and CBRN;
- v. Nov 2010 - PNCT personnel completed the Standard First Aid 4 day course;
- vi. MCpls Jamieson and Dussault completed the CFPLQ on 14 Dec 2010 held at CFB Esquimalt. MCpl Dussault was awarded Formation CPO's Award for exceptional qualities of: leadership, cooperation, enthusiasm, team inspiration and personal integrity. MCpl Jamieson and his team were awarded the Esprit de Corps Team Award for the team showing best teamwork and cooperation as well he had as the honour of being the Parade CWO in recognition of his outstanding drill; and
- vii. Cpl MacDonald completed his CF PLQ on 24 Jun 2010 held at CFB Borden.

- h. Apprenticeships: There were seven personnel in PNCT who were completing their On-Job-Training packages; 4 x Const Techs, 1 x ED Tech, 1 x WFE and 1 x PH Tech. They started their OJT packages in September 2010. Progress is being closely monitored with monthly and quarterly progress reports.

133. Urban Search and Rescue (USAR) Team

- a. Core Functions: The USAR Team is a Maritime Forces Pacific (MARPAF) resource under command of the BCEO consisting of one full-time Coordinator and 30 volunteer civilian and military members from various MARPAF units. The USAR Team is on call 24/7 with short notice to move and has Medium Technical Rescue capability, designed for structural collapse rescue in the event of a base catastrophe, such as an earthquake;

- b. Major Changes:
 - i. Restructure - All PNCT personnel were removed from the USAR Team and USAR Incident Commander position was assigned to the full-time coordinator, Mr Glenn Cooper;
 - ii. Team Size - Decreased with the removal of PNCT personnel; and
 - iii. Personnel Changes - 17 members resigned or removed from the Team.
- c. Major Challenges: Team Organization - With decrease of the number of team members in late in 2010 and without the day to day support of PNCT members of the team's volunteers will be required to play a more active role in the operations of the Team;
- d. Deployments/Taskings: The CFB Esquimalt USAR Team was considered for taking part in development of a DND Humanitarian Operations / Domestic Relief Operations (HO/DRO) resource; however the team's involvement was not supported by MARPAC at this time; and
- e. Training and Exercises: 17 team training days were conducted throughout 2010.

134. Hazardous Emergency Response Team (HERT)

- a. Core Functions: The HERT is a Maritime Forces Pacific (MARPAC) resource under command of the BCEO consisting of one full-time Coordinator and 16 civilian and military members from the Water Fuel Environment Section and Structural and Works Section. The HERT is on call 24/7, 365 days per year. All members (excluding two casual employees and 2 Indeterminate employees) are trained to the NFPA 472 Hazmat Technician level;
- b. Personnel Changes: Personnel changes occur as personnel are taken on or struck off strength within the WFE Section. Herb Nicholas, Dustin Williams and Ronald Barnhart were assigned to command positions and/or alternate command positions within the team in order to provide coverage of positions during leave periods;
- c. Major Challenges: Training - Due to operational commitments within the WFE section, training sessions were changed from a one day per month all member session to a two day, half team per session scenario. This has worked quite well, allowing for WFE duties to be carried out effectively and providing a more manageable group for training;

- d. Deployments/Taskings:
 - i. The CFB Esquimalt HERT responded to 21 Hazmat calls in 2010;
 - ii. Weekly Jetty inspections for Rogue/abandoned Hazmat performed in conjunction with Risk Management personnel;
 - iii. Responded to several requests for assistance from Base Logistics Hazmat Return Stores for classification of unknown waste;
 - iv. Provided a standby response/rescue team and Decon Operations for delivery of 37,000 litres of battery acid to building SH596; and
 - v. Prepared a Base Spill Response Plan in advance of the Environment Canada Steel Storage Tank Inspection in 2011.
- e. Training and Exercises:
 - i. 22 team training days conducted throughout 2010; training included refresher training on all aspects of the team, Personnel Protective Equipment, support equipment refresher, Transportation
 - ii. Planning was completed for a complete walkthrough of the Colwood Fuel Facility and a scenario exercise early 2011. of Dangerous Goods, WHMIS and MSDS training, support document refresher training, 4 table-top exercises, two scenario exercises and two facility familiarization tours SH596 (Battery Shop) and SH597 (Hazmat Return Stores); and

135. Engineering Section: The Engineering Section within Base Construction Engineering (BCE) provides three distinct services entitled Project Management, Contracts and Geomatics (Geospatial) Services and Computer Assisted Design (CAD). This section manages maintenance and construction projects, construction/service contracts, Geographical Information Systems (GIS) and acts as a direct liaison to Defence Construction Canada for the delivery of infrastructure support, re-capitalization and growth to the Formation. In 2010, approximately \$7.7M of expenditures was managed through the Project Management cell, with an additional \$8M of expenditures implemented by Contracts.

- a. Core Functions: Provide timely, efficient and effective contract, project management and Geomatics Services in support of the construction, operation, security and maintenance requirements of various Building and Infrastructure systems at CFB Esquimalt and outlying areas, which may include Jetties, Cranes, Plants, Utility Systems, Fuel Delivery Systems,

Environmental and Municipal Services (power, sewer, water, steam, garbage and janitorial). The Geomatics sub-section collects, manages stores, connects and analyzes numerous types of spatial data such as Engineering Technical Data, Scientific GeoSpatial Mapping Data, Environmental, and Personal Safety data. Utilizing AutoCAD for engineering drawings, as well as Geomedia Professional and SIMS for our GIS application, they maintain a "Geographical Information Bank" and provide advice, technical support, and data that is adapted for customer use. These three service lines support and sustain the operational requirements of Maritime Forces Pacific, the Department of National Defence (DND) and the Canadian Forces (CF) in the long-term maintenance and development of its facility and infrastructure;

b. Major Changes:

- i. In 2010, the Project Managers' work description was submitted to Ottawa for Managerial Review and was subsequently returned with a decision to retain the current EG-06 classification. Following formal notification, the EG-06 classification grievance was re-activated after being held in abeyance pending the outcome of the Managerial Review. As of Dec 2010, classification has advised this action could take upwards of 2-3 years pending backlog; and
- ii. In November 2010 the Geomatics sub-section was transferred from the XO Section to the Engineering Section following formal discussion. This action permits an overall alignment towards managing the various buildings and systems, and the supporting data required to effectively record, analyze and document infrastructure over time.

c. Personnel Changes:

- i. Mr. Leah Fjeldstad retired as a project manager in May 2010 leaving a vacant, unfunded EG-06 position;
- ii. Mr. Gord Ayer continued as the Acting Senior Projects Manager. Completion of the EG-07 competition has recently been approved;
- iii. Ms. Christine Passalacqua transferred from our indeterminate Contracts Clerk position to another CR 3 position with Fleet School. This position was then filled by a Casual employee, Ms. Christine Reynolds

. This indeterminate position was then filled by Ms. Nicole Gicas on 21 Dec 10; and

- iv. Mr. Sean Morris competed and won a competition with the Hydrographic Services Office and will leave Geomatics for this position in 2011.

d. Major Challenges:

- i. In 2010, additional documentation was provided to HR Classification to assist in justification for having an EG-07 position reporting to a Major as identified in the EG-06 Managerial Review. This issue hampered the ability to proceed with finalizing the competition that was started in spring 2010. This issue was resolved at the end of 2010, with approval to proceed in hiring the EG-07. Further issues surrounding the EG-06 and EG-07 work descriptions have been raised by HR Classification Pacific despite the fact the EG-07 was classified locally. Further implications from these discussions could negatively impact the future structure of the Project Management sub-section;
- ii. Severe funding restrictions in early Infrastructure Maintenance and Repair (IM&R) and Minor Capital program planning caused problems projecting the required Defence Construction Canada (DCC) support while drafting the DCC Service Level Agreement (SLA) for FY10/11. The current SLA was developed to more accurately attribute DCC costs directly to individual projects instead of the program as a whole. Significant hurdles regarding DCC fees charged against the SLA were encountered when trying to maintain DCC support at the ready. Whenever project volumes were restricted, invoicing associated with DCC support required constant review and planning to ensure costs are attributed properly. With a one of position for Senior Contracts Officer, whenever the incumbent was absent for large amounts of time, this function ceased to continue at a level of detail and expertise required for proper financial scrutiny; and
- iii. Significant changes to the timelines and delivery dates of several planned projects occurred in 2010 due to delays caused by a convoluted DCC Bid-ability and Build-ability (B&B) process. Any delayed tendering and contract award due to this process resulted in significant large dollar carry-overs forecasted into

Fiscal Year 11/12. The implementation of B&B review meetings for specific projects, between the project PM, a designated DCC rep and the project design consultant, are anticipated to streamline the cumbersome B&B review and tender package correction process.

e. Major Projects/Initiatives:

i. Projects in progress and/or completed in 2010 (expenditures in excess of \$200K);

Project:	Value:	Status (end of 2010)
DY100 Renovations	\$2.5M	Ongoing
Mental Health Facility	\$2.3M	Ongoing
DY199 Air Conditioning	\$1.2M	Completed
EOD Truck Facility	\$994K	Completed
Forward Operating Base	\$993K	Completed
JPSU Offices	\$975K	Ongoing
A Jetty Repairs	\$950K	Ongoing
Comp Water System	\$911K	Ongoing
C Jetty Electrical Upgrade	\$892K	Ongoing
Fuel Farm Enhancement	\$802K	Ongoing
FELEX Project Accommodations	\$720K	Ongoing
High Pressure Air Tank & Equip	\$693K	Ongoing
Repair Backup Dry-dock Caisson	\$550K	Ongoing
Battle Damage Control Trainer Power	\$500K	Ongoing
Marine Slipway Cradle Repair	\$436K	Ongoing
F Jetty Marine Gasoline Dist System	\$421K	Ongoing
Rocky Point Auxiliary Power Units	\$408K	Ongoing
D & G Jetty Repairs	\$406K	Completed
DY 250 Passenger Elevator	\$280K	Completed
DY 83 Sprinkler System and Fire Escape	\$280K	Ongoing
Damage Control Trainer – Chicoutimi Upgrade	\$260K	Ongoing
AH1041 Fire Detection/Suppression System	\$235K	Ongoing
DY 250 Gas Alarm & Warning Light	\$211K	Ongoing

- ii. In 2009 the Branch initiated the Process Improvement System and the Engineering Section was tasked to lead the Project Management Review Committee in partnership with other sections. In 2010 the diagrammed work flow and standardized process of project management was trialed with some success in the areas of standardization. Financial and B&B templates were created and saw mixed success early on but continue to be refined, proving helpful in clarifying issues with continuity and process. Interaction and integration of the DCC and DND process continued to be an area for improvement;
- iii. Geomatics - Real Property Data Validation Project sponsored by Assistant Deputy Minister (Infrastructure Environment) (ADM(IE)) Director of Real Property Planning (DRPP) Ottawa to survey the North Boundary of Nanoose Bay property line. Project was divided to two phases: First to do the Tree Survey along the 4.5km stretch of existing fence line, which was partly completed in Nov-Dec 2010. Second phase will continue in 2011 upon approval of funds from DRPP. This will include doing Legal Survey to retrace and confirm the subject property;
- iv. Also, the above project included travel to CFS Leitrim Detachment in Masset to do GPS work on DND properties and geographical location of existing buildings. Project was completed in Oct 2010;
- v. Part of the same project included travel to Nanaimo - Nanoose TX Site and Rifle Range to Geo-reference the Property and Buildings and a trip to Aldergrove and Matsqui to do the same including all inventories for Realty Asset Information System (RAIS) and Canadian Forces Engineering Management System (CFEMS);
- vi. Geomatics continued to provide intensive GIS and Computer-aided Drafting (CAD) support to JTFP (Joint Task Force Pacific) and JTFG (Joint Task Force Games), including the production and reproduction of drawings, site plans, blueprints, scans, maps & orthophotos; and
- vii. Geomatics completed major updates in processing GIS Data and As-Built drawings included: continuation with F-Jetty and the Fuel Farm, FMF (Fleet Maintenance Facility - Cape Breton), Electrical Distribution - underground services (all sites), Naden/Yarrows Main Gate and the new Hazmat Facility.

f. Training and Exercises. Collective and significant Individual Training undertaken by the section includes:

- i. Electronic training was conducted by all Project Managers and Contracts on Green procurement and Controlled Technology Access and Transfer (CTAT);
- ii. Engineering PMs, Mr. John Schliehauf and Mr. Dan Bonneau attended a project management course in Vancouver; and
- iii. Kiros Habtezion from Geomatics participated at the Autodesk University 2010 in Las Vegas, USA. Topics of this annual event included plain AutoCAD to Building Information Management (BIM) and Photo-based Reality capture. Also, DND CAD users had the opportunity to be briefed by Kim Tofin and his colleagues from Autodesk about the transition from CAD based system to BIM and the integration of BIM and Facilities Management.

136. Administration Section

- g. The Administration section is responsible for all Administrative and Human Resource related issues for Base Construction Engineering through the following sub-sections:
 - i. Human Resources (HR) - Prepare required documentation for all staffing and classification matters within the Branch including running competitions;
 - ii. Claims - Initialize, prepare and finalize all TD claims, General Allowance claims and Petty Cash for the Branch;
 - iii. Compensation - Enter and track all time spent by Branch employees on individual work orders. The Compensation & Labour Use Assistants also enter leave forms, acting pay, overtime and in/out clearances. They forward documentation to HR for payment; and
 - iv. Training - Register participants for training and organize in-house group training. Maintain training records and provide reports.
- h. Major activities for the Admin section for 2010 included: Training, coordinated through the Training sub-section included:
 - i. Douglas Low Voltage Lighting - 11 personnel were trained;

- ii. Power System Safety Protection Modules 5 – 23 personnel trained;
- iii. Power System Safety Protection Modules 6 – 9 personnel trained;
- iv. Archibus Training – 3 personnel were trained;
- v. VFA Training – 17 personnel were trained;
- vi. Pool Operator Level 1 Training – 10 personnel were trained;
- vii. CSPS – Essentials for Managing in the Public Service – 1 person was trained;
- viii. Mentoring and Coaching Professional Development Workshop – 30 personnel were trained; and
- ix. CSPS – Essentials for Supervising in the Public Service – 1 person was trained.

137. Base Development Engineer: The Base Development Engineer (BDE) is responsible for:

- i. Development of new Master Real Property Development Plan (MRPDP);
- ii. Long range planning including: capital project requirements development and options analysis, siting considerations, coordination of major and minor construction; and
- iii. Capital Planning Management System – life-cycle management from condition-based evaluation of facilities.

a. Major Challenges:

- i. Implementing the Standing Offer Agreement identified at \$250K/year to conduct Facility Condition Assessments of buildings. This project creates hard metrics to support Life-Cycle management of buildings. Additional funding provided at end of year enabled an additional \$200K of assessments to be programmed;
- ii. Coordination of Major Capital Projects, both CMS and Lodger Units, and Strategic Initiatives such as Halifax Class

Modernization Frigate Life Extension (HCM FELEX), Submarine Programme, etc with Base's long range vision as outlined in MRPDP, and

- iii. Process Improvement System launched to address Resource Management, Realty Asset Requirements, Project Management, HR Administration, Training, Safety and Environment, and Information Management.
- b. Major Projects / Initiatives:
 - i. Master Real Property Development Plan (MRPDP). Final document completed with endorsements throughout chain of command. Final approval by Minister pending;
 - ii. Site Development Plan initiated to focus on specific development and sequencing for DOCKYARD in accordance with strategic vision of MRPDP;
 - iii. "VFA.facility database" Capital Planning Management. Facility Condition Assessments (FCAs) of buildings at Colwood, Dockyard, and messes in Signal Hill completed and uploaded into "VFA.facility" database (VFA). Additional FCAs completed for all of NADEN are pending upload into "VFA.facility" database (upon completion of upgrade to version held on CFB Esquimalt server);
 - iv. HCM FELEX infrastructure requirements development. Infrastructure requirements and solutions developments for Material Overhaul Programme (MOP) and Ship-Ashore offices for crews of up to four ships during portions of 8-year FELEX programme. Commercial warehouse for MOP leasing process underway. Site development in COLWOOD for Ship-Ashore accommodation design completed ready for tender;
 - v. Archibus Space Planning Database. Installed and on-site training completed for 3 personnel. Co-op student entered data and drawings into database; however, limitations to size of database due to version of Archibus procured meant that only highest profile buildings in DOCKYARD are residing in database – data for remainder of buildings surveyed have been entered, but exported from database pending upgrade to re-import back in;

- vi. Engaged PWGSC P3 Directorate and Partnerships BC to conduct a P3 Screening for NADEN NORTH development potential;
 - vii. Process Improvement System – Project Requirements. Initial development;
 - viii. Participated in the Maritime Infrastructure Review Committee (MIRC) in Ottawa in October 2011. Major capital projects were reviewed with the following projects status:
 - ix. C4360 Fleet Maintenance Facility - Cape Breton (FMF (CB)) Phase III and Phase IV. Implementation of former and definition of latter was well underway with funding programmed until completion in 2015/2016;
 - x. HAZMAT Facility Phase II building completed and commissioned;
 - xi. Small Boat Floats project definition commenced;
 - xii. Critical infrastructure upgrade to CF Ammunition Depot Rocky Point (CFAD RP) project in design and scheduled for implantation to commence 2011;
 - xiii. Base Firehall and Command Post project funded for implementation with construction commencing in winter 2011;
 - xiv. 443 Maritime Helicopter Sqn Hanger project tender awarded;
 - xv. Utility Corridor concept was discusses to produce a single design for utilities corridor through Dockyard leveraging designs of FMF (CB) project and site preparation for the A and B Jetties project; and
 - xvi. New project from the Formation Infrastructure Coordination meeting was to initiate the Intrusion Alarms project modified to include all alarm systems within CFB Esquimalt.
- c. Training and Exercises:
- i. Archibus Administrator and User training by vendor (Jul 2010);
 - ii. VFA users training for 20 BCE personnel comprising XO, Operations, Engineering and Risk Management (Sep 2010); and

- iii. Presentation on Capital Planning Management System using VFA to the following:
- iv. VFA Connections conference, Boston, MA (Apr 2010);
- v. School Plant Operators Association (BC Education). Penticton, BC (Jun 2010); and
- vi. VFA Connections Canada conference, Victoria BC, September 2010.

138. Real Estate Services Section: The Real Estate Services section provides real property advice and manages the real estate (land use, buildings records and utility agreements) on behalf of the Base Commander, CFB Esquimalt.

- a. Core Functions: Real Estate Services is responsible for:
 - i. Land Use Agreements (rental of facilities and lands to/from third parties, other Government Departments) including Provision of Services Agreements that involve real estate;
 - ii. Disposal of buildings and/or land;
 - iii. Major construction project issues;
 - iv. Realty Rationalization Planning (RRP: see MARPAC Website/Admiral's Initiatives) and staffing of the CFB Esquimalt Master Real Property Development Plan (MRPDP);
 - v. Federal Heritage Building Review Office (FHBRO)/ heritage building issues;
 - vi. Real Property/First Nation issues;
 - vii. Payments in Lieu of Taxes (PILT) to local governments;
 - viii. Dealing with environmental concerns as they relate to real estate and the liabilities that arise from them;
 - ix. Application of various Acts, regulations and local bylaws (such as Real Property and Immovables Act, Fisheries Act, Species at Risk Act, Marine Act, etc) as they relate to real estate; and

- x. Healthy and collaborative working relations with other government departments, the Province of BC, multiple municipal governments (13), private sector and special interest groups including First Nations.
- b. Major Changes: In order to better position Real Estate Services to deliver the strategically significant activities confronting Canadian Forces Base Esquimalt, the Real Estate Services Branch was temporarily stood up for the period 01 January 2009 to 31 December 2010. In the summer, Real Estate Services Branch joined Formation Safety and Environment and reported directly to the Formation Safety and Environment Officer. On 01 December 2010, Real Estate Services Branch was stood down and re-joined the Base Construction Engineering Organization;
- c. Personnel Changes: In June 2010, the Manager of Real Estate Services was appointed to the Formation Safety Environment Officer position, leaving the Manager of Real Estate Services position vacant. A competition was held and a successful candidate was identified. The successful candidate will start the Manager, Real Estate Services position in late summer 2011. The Deputy Manager, Real Estate Services will act in the Manager's position until the successful candidate is available to fill the position;
- d. Major Challenges: The main major challenge facing Real Estate Services was change. The organizational movement of Real Estate Services as a temporary branch and later being moved between Branches has been a significant challenge. The challenges include many reporting, functional, and administrative changes throughout the year. Real Estate Services was responsible for paying, tracking, and forecasting for utilities expenditures until 30 Sept 10. At that time, the incumbent who was responsible for these duties was moved from Real Estate Services to Base Construction Engineering. On 01 December 2010, Real Estate Services rejoined the Base Construction Engineering organization. The utilities function and the incumbent, previously moved, were moved back under Real Estate Services area of responsibility; and
- e. Major Projects/Initiatives: Real Estate Services was tasked with the furtherance of the following projects and initiatives over the past year:
 - i. Esquimalt Graving Dock Governance Structure/Munroe Head Transfer. In June 2008, the divestiture order for the federally-owned Esquimalt Graving Dock was temporarily lifted by Cabinet. Public Works and Government Services Canada can now re-invest in the facility and submitted a report to Cabinet on the

recommended further governance structure in December 2009. Public Works and Government Services Canada has formally requested that the Department of National Defence transfer administration of Munroe Head, including the Canadian Forces Sailing Association site, to support program requirements for the operation of the Esquimalt Graving Dock. The Master Real Property Development Plan confirmed the strategic importance of Munroe Head is tied to its use as an 'Industrial Ship Repair' zone and that transfer to Public Works and Government Services Canada is contemplated within future governance of the Esquimalt Graving Dock. This is not inconsistent with Department of National Defence program goals as naval program contracts (Halifax Class Modernization/Frigate Life Extension, Victoria Class In-Service Support Contract) were awarded to the West Coast and are being delivered via contractors working within federal lands at Esquimalt Graving Dock and Munroe Head. The administrative transfer of Munroe Head would not see a change in use and over the short, medium, and long-term, the transfer optimizes the Crown asset use and value, and in conjunction with the new Esquimalt Graving dock governance, will provide real opportunities to stimulate investment that would not occur with the current use. Benefits to the local economy will include increased economic participation of First Nations if other current initiatives (e.g. British Columbia Ferries/Camosun College campus) are successful and the Navy will accrue the benefits of a ship repair "Centre of Excellence" at our front door;

- ii. Capital Regional District Sewage Treatment Project. The Capital Regional District was directed by the Provincial Minister of Environment to provide "a fixed schedule for the provision of sewage treatment" by 31 December 2009 and they have re-approached the Base with a view of acquiring a parcel of national Defence land to implement their project. Initial discussion have taken place between the Base and Capital Regional District staff, however, the final determination of the site(s) for sewage treatment and associated land requirements have yet to be formalized. Initial discussion centered on an area of Macaulay Point, however, recently a decommissioned Imperial Oil tank farm at McLaughlin Point has come up for sale and the Capital Regional District are negotiating a first right of refusal to purchase. The Assistant Deputy Minister Infrastructure and Environment/Director Maritime Infrastructure staffs have been engaged and discussions continue. In the case of the Munroe Head transfer the Capital

Regional District sewage treatment project, an opportunity for Canadian Forces Base Esquimalt to partner with third parties can be leveraged; and

- iii. Public Private Partnerships: Program support to Halifax Class Modernization/Frigate Life Extension, Victoria Class In-Service Support Contract and Canadian Forces Transformation has placed unprecedented pressure on Canadian Forces Base Esquimalt land and infrastructure assets. Within the Master Real Property Development Plan planning framework, an option was identified to relocate the "soft" occupancy groups outside of the maintained operation zones of Dockyard and Naden. Public Works and Government Services Canada has set up a national Public Private Partnership Directorate in Vancouver and Real Estate Services and Base Development Engineer are in discussions with them regarding a feasibility analysis on the option to construct an office building using Public Private Partnership as a potential procurement strategy. In addition, local and regional governments have indicated an interest in partnering with Department of National Defence on a private/public basis to explore co-use and resource recovery.

139. Risk Management Section: The Risk Management section is responsible for Risk Management and Environmental services related to construction through the following sub-sections:

- a. Safety – responsible for the development and implementation of the Unit Safety Management System and providing support for Base Construction Engineering Occupational Health and Safety programs and specialized programs including:
 - i. Confined Space program;
 - ii. Respiratory Protection program;
 - iii. Fall Protection program;
 - iv. Fire Prevention;
 - v. Guards and Barriers program;
 - vi. Accident Investigating and Reporting program;
 - vii. Return to Work program; and

- viii. Personal Protective Equipment program.
- b. Hazmat - responsible for the development and implementation of the Hazardous Material Management System for the safe use, storage, and disposal of hazardous materials in the workplace, including the collection and disposal of rogue hazmat found on the Base. The HazMat subsection also maintains the Base Asbestos Management program, and the PCB storage and disposal program; and
- c. Environment - responsible for the development and implementation of the BCEO Unit Environmental Management System including providing technical expertise and support for:
 - i. Environmental Assessment Program;
 - ii. Spill Response Program;
 - iii. Halocarbon Management Program;
 - iv. Fuel Tank Management Program;
 - v. Natural Resources and Integrated Pest Management Program;
 - vi. Range Cleanup and Assessment; and
 - vii. Management of the Water and Electrical use programs.
- d. Major activities for the Risk Management section for 2010 include:
 - i. Personnel Changes:
 - a. Sgt Grant Dollard joined the team in September 2010 under the Return To Work program and began work on developing the Base CE Electrical Safety Program and Arc Flash Policy with staff from the Electrical Shop. He also assisted with the BCE Job Hazard Analysis and Asbestos and Hazardous Materials management programs; and
 - b. The Safety and Environment Officer positions were all upgraded to EG-05s as the result of a classification grievance.

- e. Major Projects / Initiatives: (started, in progress and/or completed in 2010)
- i. After taking over for the coordination of BCEO worker's medical coordination from Health Canada, the CE Risk Management Section consulted with Health Canada to get all CE Trades added to the Occupational Health Assessment Guide (OHAG) Requirement for the Hepatitis A/B vaccine. CE Risk Management was also able to get the Hearing Assessment program back up and running for the CE Trades, after a long period of no service while Health Canada re-assessed its mandate;
 - ii. Began developing the BCEO Job Hazard Analyses for CE Trades required by Part 19 Canadian Occupational Health and Safety (COHS) Regulations. Completed consultant survey of major hazards and activities during the summer and began work on major trades in November 2010;
 - iii. The HazMat sub-section worked with Base Development Engineer in putting together the Phase III HazMat inventories of Base buildings and substantial work towards the completion and consolidation of the Base Asbestos Management Plan;
 - iv. Risk Management worked with the Ops Section to develop and formalize roles for Subject Matter Experts (SME) who would work closely with CE Risk Management on compliance issues for Base CE;
 - v. Risk Management worked with Ops SMEs to coordinate preparations for and responses to the Environment Canada audit conducted in November;
 - vi. Risk Management completed the first formal year of the CFB Esquimalt Goose Management Program, and the CFS Aldergrove Beaver Management Program;
 - vii. The BCE Branch completed the year with 23 disabling accidents with a total time loss of 813 days. Over 50% of the reported days lost can be attributed to 3 ongoing legacy cases that were never actioned or closed. As a result, Risk Management began to rollout a more aggressive approach to the Return to Work Program and work closely with the Admin Section to close out the legacy claims; and

- viii. CE Risk Management participated in an asbestos testing and monitoring program at CFS Masset.
- f. Training and Exercises:
 - i. Risk Management conducted the following safety training for BCE Branch in 2010:
 - a. Aerial Lift Operation - 54 CE Operations personnel re-certified;
 - b. Fall Protection - 40 CE Operations personnel certified; and
 - c. Base CE Fall Protection Kits inspected and recertified - 70.
 - ii. Risk Management developed and delivered custom safety training geared at attacking the major time-loss from the critical few: back/lifting injuries and slips, trips, and fall. 96 CE Ops personnel were put through this half day hands-on training session; and
 - iii. The Base CE Respiratory Protection Program conducted fit-tests on 105 CE Ops personnel.

PART IV - BASE COMPTROLLER BRANCH

140. General. The Base Comptroller Branch, has seen a very dynamic year throughout 2010 and into 2011. One of the key variables for change this year has been personnel. In this FY alone, the branch has endured the changeover between four Base Comptrollers as well as two Base Commanders. This significant churn in personnel continues to challenge the branch by limiting the retention of corporate knowledge within the section. In addition, Base Comptroller Branch has also seen a change in the reporting requirements for various items and continues to maximize efforts to streamline processes for the Branches and the section.

141. Personnel. The key personnel in the Branch are as follows:

- a. Base Comptroller: Major Dan Carroll;
- b. Base Management Services Officer: Lieutenant (Navy) T.B. Edmonds; and
- c. Branch Warrant Officer/NCO Accounting Services: Warrant Officer S. Collins

131. The final composition of the Branch subsequent to the re-organization consisted of the following positions:

- a. Base Comptroller – Lieutenant-Commander/Major, Logistics;
- b. Base Management Services Officer – Lieutenant(Navy)/Captain, Logistics;
- c. Base Financial Officer– FI 02;
- d. Base Financial Planning Officer – AS 03;
- e. Assistant Financial Manager – AS 01;
- f. Financial Management Clerk – CR 04;
- g. Financial Program Clerk - CR 04;
- h. Financial Clerk – CR 03;
- i. Branch WO – Petty Officer 1st Class/Warrant officer – Sergeant/Petty Officer 2nd Class;
- j. Regional Acquisition Credit Card (ACC) Coordinator – Petty Officer 2nd Class/Sergeant; and
- k. Assistant Regional Acquisition Credit Card Coordinator – Master Seaman/Master Corporal.

132. The Management Services Section continued to focus attention on budget allocation control, Financial Management Accounting System expenditure summary and reporting for reconciliation at the Branch level, revenue tracking, and coding error corrections. The decrease of budget funds again in 2010 proved a challenge; manifesting itself in the continued efforts to rationalize and mitigate spending in a prioritization of projects at the Base Commander and Branch Head level to meet the majority of fiscal year-end goals.

133. The Responsibility Centre Managers course which is conducted jointly with Base Logistics, Base Comptroller and Maritime Forces Pacific J8, saw 35 personnel qualified during 2010 via one course.

134. The use of invoices as a method of payment remains a reality of procurement largely in the high risk realm of payments (dollar values in excess of \$250K) none the less the addition of Acquisition Credit Cards has drastically reduced invoicing since

2007/08 and thus significantly reducing payment time and increasing ease of payment operations. To support Credit Card payment 10 Formation Acquisition Credit Card courses were conducted over this period with more than 135 personnel attending. Customer feedback on the course remains very positive. To date there are not less than 1,403 differing Credit Cards (Designated Travel Cards, Master Card, Visa, Group Travel and ARI cards) in circulation within the formation.

135. The centralization of all variants of Credit Card was achieved under the ACC coordinator during 2009, providing a single point of service to Base and Maritime Forces Pacific lodger units. This focus is assisted by Base Logistics and further assisted by Technical Electrical Mechanical Engineering regarding commercial Fuel Cards (ARI), streamlining the service for all concerned.

136. The Civilian Cheque Distribution Clerk sorted and distributed approximately 3,000 cheques and pay stubs every two weeks. In addition to the regular pay and supplemental cheques, there were a large number of cheques required to be sorted and distributed as a result of the retroactive pay increases resulting from the various contract settlements. The full realization of complete electronic delivery of cheques (similar to Direct Funds Transfer) and pay stubs is not yet fully in place. We have seen some movement to acceptance of electronic pay stubs; however system errors cause hesitation in implementation by the civilian workforce.

137. Despite a high staff turnover, the Branch successfully provided accurate budget management, forward looking plans and reliable management and accounting services to the Base, as well as other Maritime Forces Pacific lodger units.

PART V - FORMATION SAFETY AND ENVIRONMENT (FSE)

138. General. Formation Safety and Environment provides and supports the design, implementation and management of occupational health and safety, environmental, hazardous materials and nuclear safety programs. The Department of National Defence Safety and Environmental programs date from the 1970s and the early 1990s, respectively. Direction for the safety programs comes from Treasury Board, Director General Safety and Director General Nuclear Safety while the Department of National Defence Sustainable Development Strategy and Director General Environment provide direction for environmental management. Maritime Command, in turn evaluates the relevance of the higher level direction given to the Formations, and supplements this as appropriate, with policy, Maritime Command Orders.

FORMATION ENVIRONMENT

139. Formation Environment provides policy, advice, and guidance for Maritime Forces Pacific (MARPAF), this includes the following:

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- a. Environmental Assessments;
- b. Ranges and Training Areas Environmental Management;
- c. Contaminated Sites Management;
- d. Above Ground and Underground Storage Tanks Management;
- e. FSE Audit Program Coordination and Auditing;
- f. Natural Resources Management (Species at Risk);
- g. Sustainable Development Strategy (Implementation, Reporting and Strategy Development);
- h. Liquid Effluent Management (Discharge Monitoring and Policy);
- i. Solid Waste Management (Monitoring and Policy);
- j. Halocarbons Management (Halocarbon Management System Coordination);
- k. Archaeological Site Management;
- l. Project Management;
- m. Formation Safety and Environment Management Systems and Associated Formation Directives;
- n. Fleet Environmental Management Systems;
- o. Ship's Husbandry;
- p. Esquimalt Harbour (Environmental Management);
- q. Pollution Prevention and Climate Change Initiatives (Green House Gas);
- r. National Pollutant Release Inventory Coordination and Reporting;
- s. Hazardous Materials Management Plan;
- t. Formation SEMS Program Reviews;
- u. Royal Roads University (RRU) Oversight;

- v. Geographic Information (GIS) support;
 - w. Joint Task Forces Games (JTFG) Environment Support; and
 - x. Environmental Science Advisory Committee Coordination
140. Formation Environment offered or assisted with the following training:
- a. Fleet Navigating Officers Environmental Brief;
 - b. General Environmental Education Briefing by request;
 - c. Cadet Cadre Basic Officer Environmental Qualification Course;
 - d. Fleet Technical Officers Refresher course;
 - e. Marine Mammal Identification Course;
 - f. Archaeology Awareness Training;
 - g. Unit HazMat Coordinator Course;
 - h. Unit Environment Officer Course; and
 - i. Wildlife Recovery and Transportation.

FORMATION SAFETY

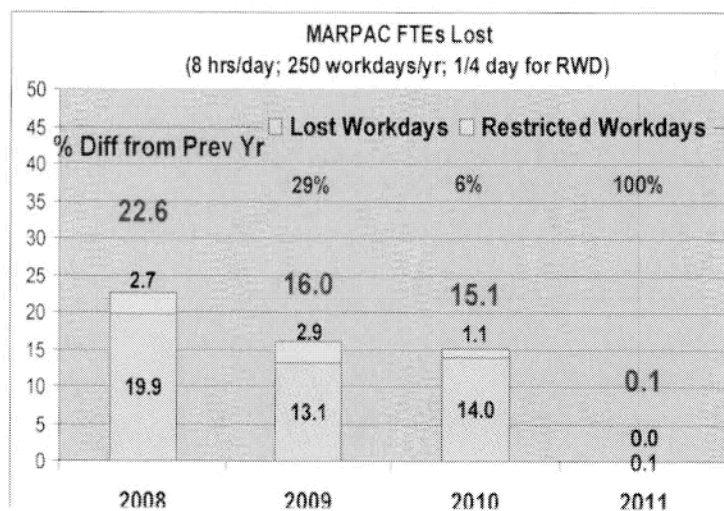
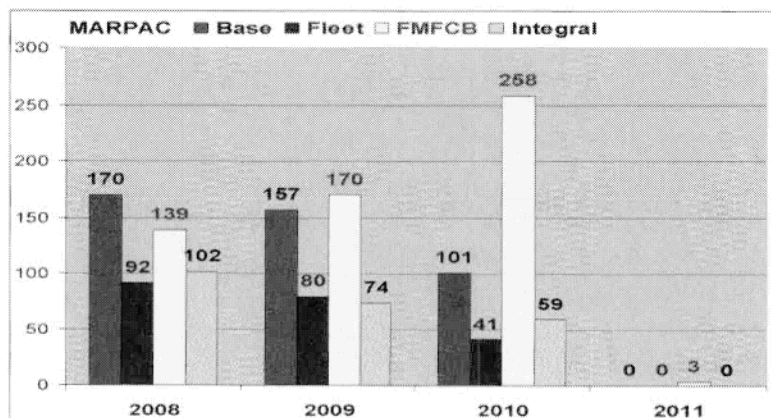
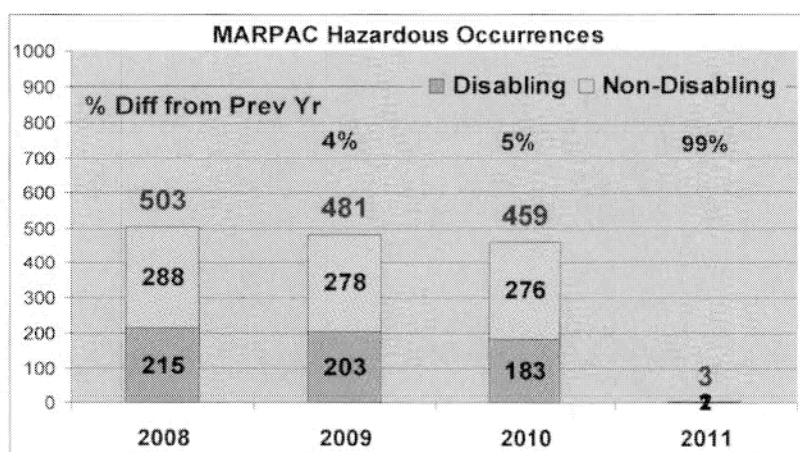
141. General. Formation Safety provides a full range of services to Formation units to assist them with the effective implementation of their General Safety Program, as well as the Ionizing Radiation Safety, Non-Ionizing Radiation Safety, Laser Safety and Respiratory Protection Programs. Primary services include consultation, program verifications, hazardous occurrence support, training, occupational health services for Department of National Defence employees, safety promotion, and support to safety committees and Unit General Safety Officers. In addition, the section provides first aid services to HMC Dockyard and Naden employees.

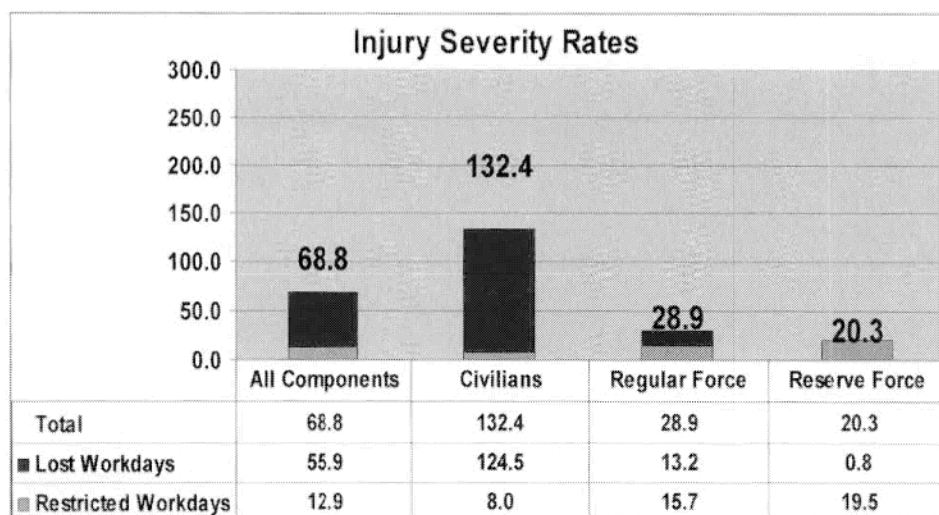
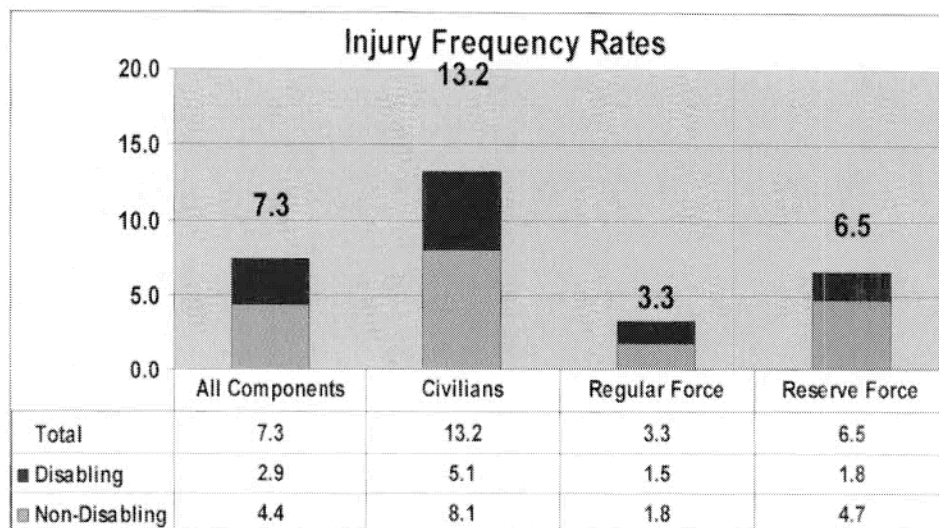
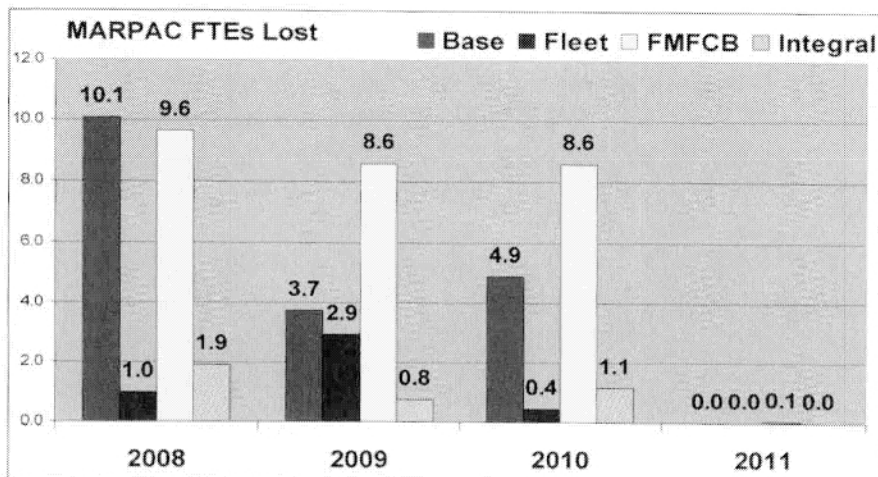
142. Organization. 2010 saw a significant turnover of staff, with Formation Safety welcoming Mrs. Julie Eustace as the Formation Safety Officer, Ms. Frankie Spencer and Chief Petty Officer Second Class Troy Morey as Formation Safety Programs Officers, and Ms. Nicole Dean as the Administrative Assistant. Departing staff included Ms. Tina Blair, Mrs. Tracy Hamm and Chief Petty Second Class Gabriel Bourgeois.

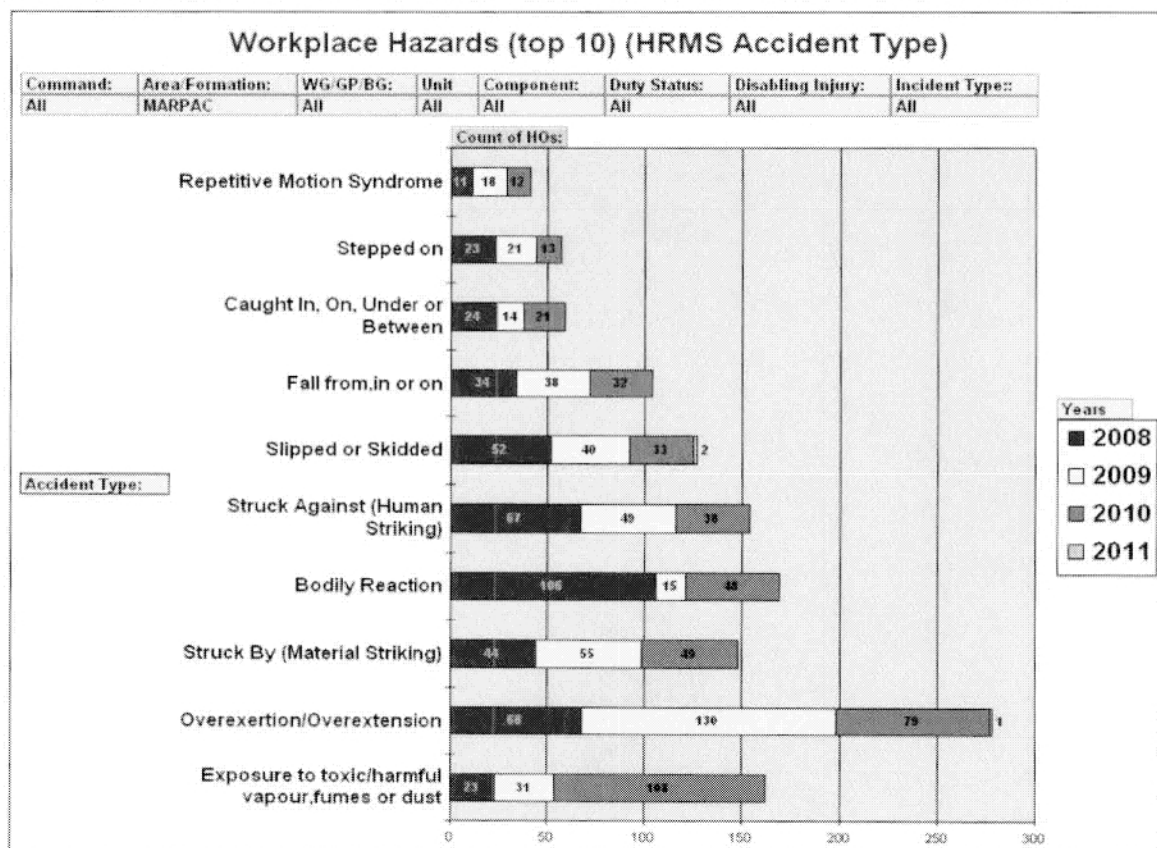
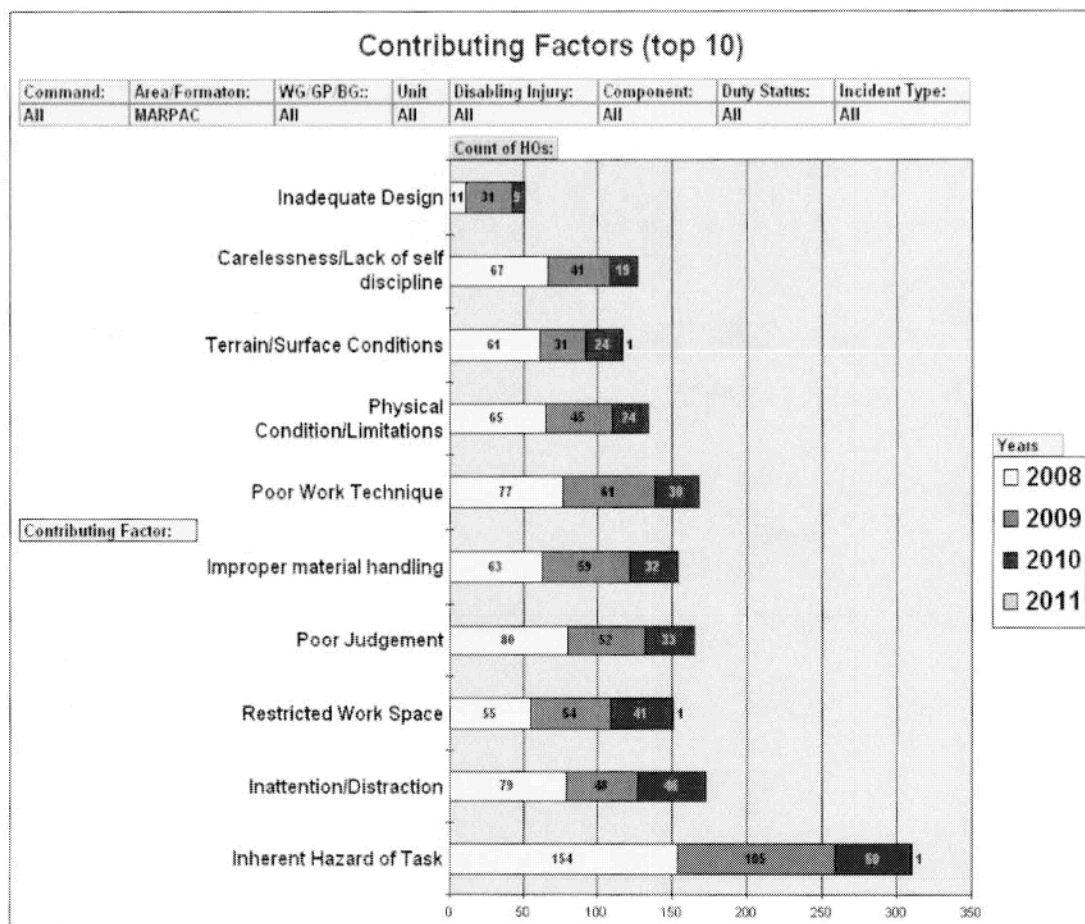
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The section also welcomed Mr. Dan Hryhorchuk as the Formation Non-Ionizing Radiation Officer; a newly created position to address the shortcomings within the program which Formation Safety had taken over in September 2009 but had not had resources to effectively manage.

143. Hazardous Occurrences. It should be noted that hazardous occurrence statistics are very fluid and can fluctuate significantly due to the lateness in the reporting of hazardous occurrences. During 2010, the section developed a robust hazardous occurrence database which provides for in-depth analysis of hazardous occurrence data and has improved the Formations ability to proactively address potential systemic program element failures. The tool continues to be refined in consultation with DSafeG staff. At the time of writing this report the statistics for 2010 were as follows:







A significant portion of the disabling injuries sustained by military personnel continue to be attributed to authorized sports/physical training. The majority of accidents for all components continue to be ergonomically related (overexertion/overextension, bodily reaction, repetitive motion syndrome). Emphasis has been placed on the Formation Ergonomics Program to mitigate further accidents and the Personnel Support Programs section of Base Administration is implementing an Injury Reduction Strategy for Sports and Physical Activity designed by Canadian Forces Health Services.

144. Awards. The National General Safety Award (Well Done Award) was awarded to the following Formation personnel in 2010: Ms. Julie Eustace, Formation Safety Officer; Mr. John Maclean, Deputy Formation Safety Officer; and, Sergeant Stephen Burton, HMCS ALGONQUIN. In addition, Mr. Ken Stotz of Base Logistics was awarded the Base Commander's Recognition Award. The awards were presented by Captain (Navy) Hallé, Base Commander, during the North America Occupational Safety and Health week events.

143. Initiatives and Projects. Formation Safety continued to collaborate with Maritime Staff Risk Management Services, Director of General Safety and Maritime Forces Atlantic staffs on several projects and initiatives in 2010. These included the finalization of the Maritime Command Safety and Environment Awareness Briefing videos which will assist units in indoctrinating personnel into the workplace. The videos are not meant to replace specific specialty training, but rather introduce safety and environmental concepts to sailors and civilians while highlighting best practices at the unit level. Modules that were completed in 2010 included Base Construction Engineering, Base Operations/Port Operations and Emergency Services Branch, Formation/Base Logistics, Naval Schools and lodger units.

144. Formation Safety met the targets for the Hazard Identification Project for fiscal year 09/10. Hazard assessments, facilitated by an external contractor, were completed for Base Logistics, Base Construction Engineering and the Port Operations and Emergency Services Branch. Very few activities were found to be significant or undesirable, and units responded quickly to correct any deficiencies. More work is required in order to bring the project to steady state in conjunction with MARLANT in developing an overall MARCOM hazard inventory. Units will manage their hazard assessments and activities as part of their General Safety Program in order to maintain compliance with legislation.

145. Formation Safety provided support to Operation PODIUM, the Department of National Defence's support to the 2010 Olympics, in the form of site safety inspections and was on call to provide assistance with respect to occupational health and safety concerns and hazardous occurrence investigation. Hazards were identified and communicated to the Joint Engineer during the lead up to the Games, and were addressed prior to personnel arriving within the operations area. There were very few incidents reported to Formation Safety both leading up to and during Operation PODIUM.

146. A revised DND 663, DND/CF General Safety Hazardous Occurrence Investigation Report Aide Memoire was developed as a means of improving the quality of accident reports and information captured in the Human Resource Management System Health and Safety Module.

147. The Director of General Safety, Ms. Sylvie Chateauvert and the Maritime Command General Safety Officer, Ms. Monna McKelveney, visited the Formation in June 2010. This visit provided an excellent opportunity for MARPAC to illustrate the unique environment and working conditions in which the Navy operates.

148. A quarterly Unit General Safety Officer's Working Networking Meeting was established as a forum for Unit General Safety Officers to meet, network, exchange ideas and best practices, and talk about issues or challenges they face.

149. In order to better service Maritime Force Pacific units in a more client-focused manner, Formation Safety Program Officers were assigned to work with specific units, wherein they will act as the Formation Safety focal point for all occupational health and safety matters arising from their assigned units. This in no way relinquishes or diminishes the responsibilities of the Unit General Safety Officer, unit safety committee(s) and/or the unit's chain of command. Rather, the Formation Safety Program Officers are a valuable resource to guide and assist the unit, with the primary objective of establishing a proactive approach through a sound understanding of the unit's ability to successfully implement their General Safety Program. Aiming to continuously improve Maritime Forces Pacific's overall safety culture, this new approach provides units with increased opportunities to take advantage of lessons learned and best practices from within Maritime Forces Pacific, as well as other Bases/Wings and private industry.

150. The Formation celebrated the North American Occupational Safety and Health (NAOSH) week in May 2010, with the main event being a safety trade show which included vendors from the Vancouver Island and Lower Mainland areas, and was attended by more than 400 personnel. The event was held in conjunction with Emergency Preparedness Week and included static/active displays from various Formation units, as well as door prizes and an awards ceremony. In addition, major units in the Formation hosted unit-level events during the same timeframe.

151. Legislation, Orders, Directives and Policy. The following Formation Directives and Orders were implemented or modified in 2010:

- a. The long awaited release of the Ship Class Safety and Environment Management System manuals took place in December 2010. These manuals are the product of a pan-Naval cooperative effort which spanned three years. They constitute significant tools in streamlining the management and oversight of the Fleet's Safety and Environmental Programs;

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- b. New directives were published in the Formation Safety and Environment Management System manual and provide units with policy and guidance in the following areas: confined space, ergonomics, civilian return to work, respiratory protection and ionizing radiation;
- c. Base Standing Order 2-537, Wearing of Personal Hand-held Audio Player Headsets While on Duty, was amended to exclude the use of personal hand-held audio devices in the Dockyard; and
- d. Base Standing Order 2-533, First Aid, was amended to include that the Department of National Defence is not responsible for providing first aid to visitors; however, it may be provided in the event of an emergency. It includes a reminder that civilian employees are not to be transported to the Base Hospital, but rather to a civilian medical facility. Finally, there is a provision for the Base Taxi driver to advise a Unit to secure transport via another means if, in consultation with their management chain, they feel that the use of Base Taxi is not appropriate.

152. Health Canada Service Model. Effective 31 March 2010, the Health Canada Public Service Health Program transitioned from an Occupational Health Service model to a Medical Based Service model. This change affected the types and levels of service which Health Canada has traditionally provided to Formation units, namely:

- a. health evaluation services where the Department of National Defence is now required to pay for the cost of referrals to specialists should they be required for certain Fitness To Work Evaluations, as well as for the travel costs incurred by Health Canada staff when clients are located outside the Greater Victoria area (over night travel);
- b. communicable disease services where units may be required to cover the costs of consumable medical supplies associated with the provision of these services, including the cost of vaccines;
- c. workplace investigation services which included occupational health surveys, testing, sampling and the provision of hazard mitigation recommendations have been discontinued; and
- d. office ergonomics services have been discontinued.

153. Health Canada's change to their service model has had a negligible impact on the Formation, as services have been redirected to Preventive Medicine or contractors.

154. Training. Safety training is a cornerstone of the Formation Safety Program. Formation Safety facilitated training conducted by external agencies, such as the Director

of General Safety, and also conducted locally developed training which was tailored to meet local unit requirements in support of applicable safety programs. 758 personnel attended safety training at Formation Safety during the calendar year, an approximate 37% increase from 2009.

155. Formation Safety hosted the following Director of General Safety sponsored courses in 2010: Basic Safety Officer's Training, Hazardous Occurrence Investigation, Safety Legislation, Safety Management, Return to Work Committee and Advisors Course, Safety Program Evaluator, and Occupational Health, with 105 personnel attending the various courses.

156. The following courses were conducted on an as-required basis in 2010, with 653 personnel in attendance: Back Power, Ergonomics Coaches, Fall Arrest, Hazardous Occurrence Investigation Techniques, Return to Work Employee Awareness, Supervisor Safety, Hazardous Materials Reference Application, Hazardous Occurrence Investigator, Unit Laser Systems Safety Officer, Unit Non-Ionizing Radiation Safety Officer, Confined Space Entry, Respiratory Protection and Safety Committee.

157. Canadian Forces Fleet School Esquimalt took over the responsibility of providing Fall Arrest training to Naval Environmental Training Program candidates as part of the core training for new Naval recruits.

158. Respiratory Protection Program. Formation Safety staff conducted several 'train the trainer' serials, thus enabling units to conduct their own respirator fit testing. During the year, two Working Groups for all fit testers were hosted at Formation Safety. This open forum gave personnel the opportunity to discuss problems and successes with their unit-level Programs, and also provided the Formation Respiratory Protection Administrator a platform to introduce policy changes and new products. The Working Groups have proven to be a success and will therefore continue on a regular basis.

159. In May 2010, The Canadian Forces Fire Marshall conducted its annual assessment of the Formation Respiratory Protection Program. The program was found to be compliant, and in fact, some of the Formation's methods were considered to be innovative and viewed as best practices. Other Canadian Forces units will be encouraged to adopt these methods. A new Directive was published in the Formation Safety and Environment Management System manual and incorporates local policy and direction for users of respiratory protection devices.

160. 2010 saw some challenges with the fit testing of the C-4 gas mask, as only personnel who have received their fit tester training via the Chemical, Biological, Radiological and Nuclear Division are able to fit test the C-4 gas mask. Formation Safety is working towards a compromise that will allow personnel who have received the fit tester training designed by WESA permission to conduct fit testing of the C-4.

161. Civilian Return to Work Program. Revitalization of the Formation Civilian Return to Work Program began in earnest in 2010 with the appointment of a new Formation Return to Work Advisor. Improvements included awareness training, the publishing of a Formation Safety and Environment Management System manual directive, hosting two Working Groups for Unit Return to Work Advisors, and holding a Formation Return to Work Committee meeting. Work will continue collaboratively with Formation units in 2011 to ensure that program requirements are met.

162. Ergonomics Program. In order to address the high number of ergonomically related hazardous occurrences, Formation Safety established the Formation Ergonomics Program in 2010 and appointed a Formation Ergonomics Program Coordinator. Formation Safety launched the program by publishing an Ergonomics Directive in the Formation Safety and Environment Management System manual, hosted an Ergonomic Coaches Working Group, and developed a new Ergonomics Coaches Course that incorporates industrial ergonomics. Work will continue in 2011 to ensure that program requirements are met through a training and awareness campaign.

163. Ionizing Radiation Safety Program. Director General Nuclear Safety (DGNS) staff conducted inspections in January 2010 of Formation units holding radioactive sources. Units that had been inspected were found to be compliant and the formal report reflected that the program was being well maintained. Challenges existed in units where the Radiation Safety Officer or Radiation Safety Custodian positions were held by a military member due to their transitory nature and the fact that the responsibility of the program is a secondary duty.

164. One custodian level training course was conducted in 2010 in which 14 personnel attended the training. Mr. Dan Hryhorchuk attended the Basic and Advanced Radiation Safety Specialist course held at Canadian Forces Base Borden and was appointed as the alternate Formation Radiation Safety Officer.

165. During the year, steps were taken to remove the custodianship of ionizing radiation sources from the ships due to the low activity of the sources. Once complete, all ionizing radiation sources on the major vessels will be Formation Safety's responsibility. A new directive was published in the Formation Safety and Environment Management System manual and provides policy and direction to units that hold ionizing radiation sources.

166. Non-Ionizing Radiation Safety Program. Staffing of the full-time civilian into the Formation Non-Ionizing Radiation Safety Officer position was completed in May 2010. Restoration of the Formation's Non-Ionizing Radiation Safety Program began in earnest through the application of the revised Maritime Command Order 43-02. Non-Ionizing Radiation Safety Program verifications were conducted on various Maritime Forces Pacific ships and shore units. In addition, radio frequency safety surveys were completed for the Kingston class vessels, and Canadian Forces Base Esquimalt. Training was

supplied in the form of two Unit Non-Ionizing Radiation Safety Officer course serials, and a local Working Group was established. Other requirements of the program, such as investigating suspected exposures, dispute resolution and addressing waiver requests were satisfied as events arose.

167. First Aid. There were 537 first aid treatments provided through the Dockyard First Aid Stations, primarily related to finger, hands and lower back injuries. Given the complex industrial nature of the work performed in the Dockyard, the corresponding hazards and the potential for very serious injury, the provision of first aid services via a full-time first aid attendant continues to be a key component of the effectiveness of the Formation's First Aid Services Program, particularly for Fleet Maintenance Facility CAPE BRETON, Base Construction Engineering and Port Operations and Emergency Services Branch employees.

PART VI - PORT OPERATIONS AND EMERGENCY SERVICES BRANCH

168. Branch Mission. It is the mission of the Port Operations and Emergency Services Branch to provide coordinated emergency and operational services to elements supported by Canadian Forces Base Esquimalt in an effective and efficient manner.

169. The Branch consists of the following Sections:

- a. Headquarters;
- b. Auxiliary Fleet;
- c. Base Operations;
- d. Fire and Rescue Services;
- e. Naval Provost Marshal (Pacific); and
- f. Port Security.

HEADQUARTERS

170. Organization. At the Headquarters level, there were 11 personnel at the onset of 2010. These positions performed the following functions:

- a. administrative services, including human resources, staffing and staff relations;
- b. financial services;

- c. Chief of Staff (the Human Resource Observation submission to permanently establish this position is still pending) is responsible for implementing policies, plans and programmes and for ensuring that the Branch is able to meet assigned tasks. The position is also responsible for coordinating all staff activity in the Branch to ensure a cohesive, unified effort on behalf of the Port Operations and Emergency Services sections;
- d. Branch Chief reporting directly to the Chief of Staff and advising and making recommendations relating to the administration and discipline of the military members of the Port Operations and Emergency Services Branch. The Branch Chief provides a point of contact in the branch for the Base Chief and the Section Chiefs;
- e. health and safety; and
- f. emergency services coordination.

171. Staffing and staff changes continue to be issues of great concern to the Headquarters and to the Branch in general. The new staffing process has become so lengthy and cumbersome that it has continued to create a great sense of frustration for managers.

172. Branch Organizational Changes. The following Branch organizational changes affected the day-to-day business of the Headquarters both directly and indirectly:

- a. a portion of the Port Security Section moved under the realm of Naval Provost Marshal effective 15 June and the remainder of the Port Security Section disbanded; and
- b. Base Imaging moved from Base Operations to MARPACHQ J36 through J2 as part of the J3 Phase 2 re-alignment effective 21 June.

173. The plan to create a dual reporting relationship for the administrative positions within the Branch which was approved by the Commanding Officer, became effective 1 October and included administrative staff from Naval Provost Marshal, Base Operations and Base Fire Services. These administrative positions now report to the Branch Administration Officer for functional and line supervision and guidance, but continue to report to their current managers/supervisors for line management and day-to-day responsibilities. In addition, the reporting relationship of the Branch General Safety Officer moved from under the Commanding Officer to the Branch Administration Officer.

174. Personnel and Positional Changes. Significant personnel and positional changes throughout the year included the following:

- a. under the approval of the Commanding Officer, the position of Safety and Emergency Services Coordinator held by Gerry Morgan was moved under Auxiliary Fleet effective 1 April as the Canadian Forces Auxiliary Fleet Safety Officer position;
- b. Branch Supply Officer position, which continues to be a continuity challenge, changed hands once again on 15 June from Sub-Lieutenant Caroline Allan to Sub-Lieutenant Justina Mang. Sub-Lieutenant Caroline Allan was promoted to Lieutenant and was posted to Ottawa effective 18 June; and
- c. Lieutenant Commander Mark Fletcher began his retirement leave period 24 December. He will retire from the Canadian Forces after 40 years of service.

175. Physical Moves. The Chief of Staff, Supply Officer, Branch Chief, and Branch General Safety Officer moved into Building 66 Dockyard, formerly occupied by the Port Security Section.

176. Branch Events, Campaigns, and Projects. Headquarters organized and participated in the following branch events/projects:

- a. 24 June – as part of the National Public Service Week, a Branch barbeque was held at the Naval Officer Training Centre Gunroom to honour the accomplishments and contributions made by public servants; and
- b. 23 September – Ms. Pamela Way (a former Acting Sub-Lieutenant from Base Operations), undertook a volunteer project within the Branch (approved by the Joint Occupational Safety Health and Environment Oversight Committee) to study the Port Operations and Emergency Services Branch Return to Work Program as part of her McGill University degree program.

177. Government of Canada Workplace Charitable Campaign. As in previous years, the Branch participated in the Government of Canada Workplace Charitable Campaign for United Way. Running from 23 September to 11 December, the Headquarters section raised \$2,926.57, adding to the Branch overall contribution of \$15,641.10.

CANADIAN FORCES AUXILIARY VESSELS

178. Organization. There are five distinct sub-sections within the Canadian Forces Auxiliary Vessels section of Port Operations and Emergency Services reporting to the Auxiliary Fleet Manager, who reports to the Queen's Harbour Master, at the Port Operations and Emergency Services Branch of Canadian Forces Base Esquimalt. These sub-sections are:

- a. Marine Environmental Emergency Response Esquimalt;
- b. Pilotage and Mooring;
- c. Marine Superintendent Esquimalt;
- d. Engineering and Floating Plant Manager Esquimalt;
- e. Nanoose Detachment Superintendent (in support of Canadian Forces Maritime Experimental and Test Ranges); and
- f. there is also an Administrative and Financial Support office for the Canadian Forces Auxiliary Fleet.

179. Environmental Protection Office Sub-section. The Environmental Protection Office (EPO) is responsible for managing the environmental programs for the Queen's Harbour Master (QHM).

Duties include:

- a. preventative containment booming during fuel transfer or maintenance work;
- b. customized spill response kits on a cost recovery basis;
- c. environmental awareness, spill response and HAZMAT training to Maritime Forces Pacific (MARPAF) and other Department of National Defence units;
- d. second and third level spill response services including Incident Command;
- e. maintaining the Port Operations and Emergency Services Branch Environmental Management System and associated programs; and
- f. providing support to the Esquimalt Harbour Port Authority.

180. Staffing:

- a. this summer the Environmental Protection Office welcomed the YOM 252 and its crew into the section. Cross training has been taking place so that all seven Maintenance Deckhands can work on both the YOM 252 and the response vessels;
- b. after 36 years of service, Mr. Gil Hodges announced his retirement. His last day is 14 January 2011. Gil joined the Environmental Protection Office in 2007 from the YRG 61. He is a valuable and reliable supervisor. He will be missed. We wish him all the best in his retirement; and
- c. Mr. Ken Cawley's position was reclassified from a GT-02 to a GT-03 and renamed the Environmental Logistics Chief. Mr. Cawley will be moving into Mr. Hodges' position as Environmental Operations Chief in the New Year. An anticipatory competition is currently being administered to backfill his position.

181. Calendar of Events:

- a. January:
 - i. Workplace Spill Awareness Course at Canadian Forces Base Comox; and
 - ii. continued support to OP PODIUM;
- b. February. Response to a sunken vessel at Work Point Boat Club;
- c. March. Base Information Services spill kit briefing;
- d. April. Response, salvage and disposal of the SILVER HARVESTER fish boat;
- e. May:
 - i. Workplace Spill Awareness Course at Canadian Forces Base Comox;
 - ii. Canadian Forces Auxiliary Vessels Professional Development Day – Marine Spill Response;
 - iii. SpillEx with HMCS EDMONTON at Y Jetty; and

- iv. ETECH QL6B environmental training;
- f. July. Responded to a gear oil spill from HMCS OTTAWA;
- g. August:
 - i. Boom Cleaning; and
 - ii. conducted Spill Drill with CFAV TILlicum;
- h. September:
 - i. hosted two Marine Spill Response Courses for Maritime Forces Pacific Headquarters personnel. Training included spill response
 - ii. theories, strategies and hands-on training with various response equipment;
 - iii. Workplace Spill Awareness Course for Fleet Maintenance Facility CAPE BRETON;
 - iv. select Environmental Protection Office staff (SC DED 04) conducted hands-on spill exercises with Burrard Clean Operations; and
 - v. conducted on-water training with NOFI Current Buster;
- i. October:
 - i. instructed two Workplace Spill Awareness Courses at Canadian Forces Ammunition Depot Rocky Point; and
 - ii. Rangers spill kit training;
- j. November. Marine Environmental Emergency Response Officer instructed spill response training to the CERA QL7 course; and
- k. December. Branch Environmental Officer instructed the spill response portion of the Unit Environment Officer Course and the Unit HAZMAT Coordinator Course.

182. Pilotage and Mooring Sub-section. Significant events in 2010 in the Pilotage and Mooring sub-section are:

- a. 4 January - 25 March. Deployed, maintained and recovered security booms and moorings around Ballantyne Pier and Cambie Street Bridge in Vancouver for OP PODIUM, Winter Olympic Games;
- b. 19-20 April. Salvaged fishing vessel SILVER HARVESTER from head of Esquimalt Harbour;
- c. 17-21 May. Lifted and serviced deep moorings in Hotham Sound and Jervis Inlet;
- d. 7-14 June. International Fleet Review to celebrate 100th Anniversary of Canadian Navy. Four Pilots involved and two tugs hired from Seaspan;
- e. 21-25 June. Lifted and serviced all moorings at the acoustics range in Patricia Bay;
- f. 20-24 September. Removed 4th Class mooring at Winchelsea Island, Nanoose. Serviced all three navigational markers near Winchelsea Island, and serviced east end of trot mooring in Nanoose Harbour; and
- g. 4-8 October. Partial lift and inspection of Royal Roads class 1 mooring.

Harbour Control and Operations Sub-section

183. Ships' Movement Summary. The following provides statistical and chronological activities during 2010:

- a. Ships Berthed by Pilot, Assisted by Tugs 184;
- b. Ships Berthed, Assisted by Tugs 168;
- c. Auxiliary Fleet Barge Moves, Pilot/Tugs 175;
- d. Visiting Ships 16;
- e. Total Moves 543;
- f. 4 January. Canadian Forces Auxiliary Vessels' assets continue with OP PODIUM - (Olympics);

- g. 8-14 June. International Fleet Review;
- h. 19 August. Canadian Forces Auxiliary Vessels assist with arrival of MV SUN SEA - Migrant Vessel;
- i. 23 October. PROTECTEUR, VANCOUVER, ALGONQUIN return from South America Deployment;
- j. 29-30 November. SUBSMASH Exercise; and
- k. 1 December. Nuclear Emergency Response Evaluation.

Marine Superintendent of Auxiliary Vessels Sub-section

184. Significant events in 2010 in the Marine Superintendent of Auxiliary Vessels sub-section are:

- a. as 2010 draws to a close, we can look back with some satisfaction at having successfully participated in two significant international events during the past year. Beginning in December 2009, Canadian Forces Auxiliary Vessels and "Floating Plants" were called upon to help construct marine security barriers for the 2010 Winter Olympics in Vancouver. Various tasks involving both the GLENDALE and GLENDYNE, as well as the PARKSVILLE, proceeded through January. At the end of the games in March, the vessels and Queen's Harbour Master Pilots were again called in to dismantle the floating barriers and to retrieve the anchoring system;
- b. in May, the GLENDYNE and LAWRENCEVILLE were tasked in the mooring trip to Pat Bay and in June, all Canadian Forces Auxiliary Vessels were involved in the International Fleet Review, which stretched our manpower resources to the limit. By July and August, vessel crews were ready for some well deserved summer leave;
- c. the Classic Boat Show held in the Victoria Inner Harbour on Labour Day weekend was treated to another showing of YFB 316, which under the supervision of Captain Dave Jones won best of show;
- d. September and October witnessed a ramp-up of NEREXs in preparation for a Base wide Nuclear Emergency Response Evaluation in November. All vessel crews were given Nuclear Emergency Response training at Work Point and were encouraged to receive a current Fit Test certificate and a C4 mask if they did not already have one; and

- e. the GLENDALE was taken out of service for her refit in October and is scheduled to be returned before year end. Likewise, YFB 318 has been up on the ways for her refit, and should be back in service before the end of 2010. In the meantime, the FIREBRAND has been put into service as a harbour ferry.

Engineering Superintendent Sub-section

185. Significant events in 2010 in the Engineering and Floating Plant sub-section are:

- a. YD 250 removed the Vancouver 2010 Olympic (OP PODIUM) security boom in Vancouver Harbour;
- b. the YFB 316 and YFB 318 both underwent Docking Work Programs with Fleet Maintenance Facility CAPE BRETON;
- c. all West Coast Mooring operations were successfully completed using YD 250;
- d. all Maritime Forces Pacific fleet routine taskings with respect to YRG 61 tank cleaning and bilge pumping, YD 250 floating crane and YOM 252 fuel compensating water collection were successfully completed;
- e. YDG 3, YOM 402, and Yard Auxiliary Gate (YAG) 680 refits and dockings deferred to 2011;
- f. YD 250 used to lift and salvage derelict vessel from Esquimalt Harbour;
- g. YD 250 deployed and retrieved International Fleet Review temporary moorings;
- h. YAG 680 underwent major gearbox repairs;
- i. provided engineers and crew to maintain and secure the migrant vessel SUN SEA;
- j. YOM 252 was refitted to accept the VICTORIA Class Towed Array testing gear;
- k. the YW 50 series barges provided more than a million litres of potable water to visiting ships during the International Fleet Review;
- l. PEGASUS remains on D Jetty awaiting disposal;

- m. two new pollution response sea trucks were sent from Montreal, they are undergoing modifications by a contractor to make them suitable for our use;
- n. CFAV EGRET remains on B Jetty pending the completion of her conversion, expected to be performed by Fleet Maintenance Facility CAPE BRETON, or disposal as determined by National Defence Headquarters (NDHQ);
- o. the YD 250 conversion project has been moved to the right again, which means we will need to keep her fifty-five year old boiler operational for a few more years;
- p. at the end of 2010, other than GLENDALE, which was in a Docking Work Program, every Queen's Harbour Master Auxiliary Fleet unit was fully operational, despite the fleet's thirty-five year average age;
- q. the In Service Support Contract continued to provide excellent support to the Auxiliary Fleet; and
- r. the updated Ship's Engineer Pool was used to fill two engineering positions.

Nanoose Detachment Superintendent Sub-section

186. The Auxiliary Fleet Detachment located at Nanoose Bay functions primarily to support the operations of the Canadian Forces Maritime Experimental and Test Ranges (CFMETR). This is achieved primarily by provision of two Torpedo and Ship Ranging Vessels (TSRVs) and two YAGs, with the requisite personnel. Additionally, the Detachment is responsible for readiness and response activities related to marine oil spills within Nanoose Harbour and to participate as members of Canadian Forces Maritime Experimental and Test Range's Nuclear Emergency Response Team.

187. No significant changes were implemented to the core function, organization, and location of the Auxiliary Fleet Nanoose Detachment.

188. Significant Operational events in 2010 in the Nanoose Detachment sub-section are:

- a. National Defence Headquarters has requested another options analysis be completed of the Range Patrol Vessel YFRT 6 – EGRET. Director Maritime Ship Support had prepared Miscellaneous Requirement Synopsis Sheet Amendment AL #3 to define the scope of work that would be

necessary to permit YFRT 6 – EGRET to be entered into service as a replacement vessel for YAG 4 Pelican. National Defence Headquarters is concerned that the Statement of Requirement (SOR) would not be met by completing the work specified in AL #3, hence their request to complete another options analysis in conjunction with a request to have Canadian Forces Maritime Experimental Test Ranges review the Statement of Requirement for a Range Patrol/Support vessel. It is anticipated that YAG 4 Pelican will be removed from service on arrival of the new Range Patrol Vessel. In the interim, YAG 4 Pelican National Defence Headquarters has restricted YAG 4 Pelican to operations in fair weather with no passenger carrying permitted. Essential running repairs will continue to be performed upon YAG 4 Pelican to stretch the vessel service life until arrival of YFRT 6 EGRET;

- b. YAG 4 Pelican was temporarily deactivated (stored on jetty cradle) for most of the summer months of 2010. The military crew operated a Department of National Defence Navy Rigid Hull Inflatable Boat (RHIB) (on loan from CFB Esquimalt) instead of Pelican. The Navy RHIB provided significantly improved range patrol/intercept service (at least in fair weather) due to much higher speed and better sea keeping abilities. YAG 4 Pelican resumed limited service once again in the fall upon arrival of the less favourable weather for open boat operations;
- c. YAG 680 underwent an unscheduled docking at Nanaimo Shipyards in December 2010 to repair/overhaul the port gearbox, which suffered an unexpected failure. YAG 680 was not available to support Canadian Forces Maritime Experimental and Test Ranges during the several weeks needed to complete the repairs. The temporary non-availability of YAG 680, in conjunction with the limitations already imposed on YAG 4 Pelican, created significant challenges to meet Canadian Forces Maritime Experimental and Test Ranges support requirements;
- d. YAG 680 was tasked to support the Naval Centennial at Canadian Forces Base Esquimalt by transiting to this Base. The YAG 680 was very busy providing water taxi service throughout this event;
- e. both Torpedo and Ship Ranging Vessels (TSRVs) (SIKANNI and STIKINE) suffered from excessive marine fouling of the underwater hull. To remedy this situation, a contract dive service performed underwater hull cleaning in August, which resulted in significant improvements in vessel speed with much reduced vibration;
- f. this past November, both TSRVs (SIKANNI and STIKINE) replaced their obsolete Dunlop approved safety boats with a new Department of National Defence issued Zodiac Rigid Hull Inflatable Boat;

- g. the annual Nanaimo Bathtub Race was again supported by Auxiliary Fleet vessels from Nanoose in July 2010 by providing safety and monitoring support;
- h. 2010 once again saw the Detachment personnel and vessels supporting several lengthy and intensive periods of Canadian Forces Maritime Experimental and Test Ranges range operations in addition to the routine operational cadence. The success of these intensive and complex range operation periods is very dependent upon our personnel and vessels being able to deliver at the near 100% level for extended periods. It became apparent that the available vessel/personnel assets available at the Nanoose Detachment leave very little margin for contingencies (vessel unserviceability, personnel absences, etc). The Commanding Officer Canadian Forces Maritime Experimental and Test Ranges continues with a long term process with National Defence Headquarters to review future CFMETR resources/capabilities, including the Auxiliary Fleet marine assets;
- i. YFU 101 Seatruck underwent a three week self-maintenance period in November 2010. The work was completed in-house by the Auxiliary Fleet Relief Party and included outboard motor service, hull cleaning and painting, anode changes, etc. This vessel is due to be replaced in 2011 by one of the existing aluminum, jet-drive Seatrucks from Queen's Harbour Master Esquimalt;
- j. a Program Verification for safety and environment was conducted by Fleet Safety/Environment of the Auxiliary Fleet in November 2010;
- k. CFAV GLENDYNE was tasked, at the request of Canadian Forces Maritime Experimental and Test Ranges, to tow a United States Navy array barge to refit in Keyport Washington from Canadian Forces Maritime Experimental and Test Ranges Nanoose in September 2010;
- l. CFAV GLENDALE conducted mooring maintenance of the Hotham Sound mooring buoys in May 2010. CFAV GLENDALE again supported mooring maintenance of the Nanoose AOR buoy and several smaller navigation marker buoys in September 2010. There was no further operational requirement for the Winchelsea Island mooring buoy, which was permanently removed from service during this operation;
- m. CFAV SIKANNI was tasked to support Acoustic Sonobuoy tests in Hotham Sound on four separate occasions during 2010; and

- n. CFAV STIKINE was tasked to provide special support to Canadian Special Operations Forces Command units during the early part of July 2010. Minor damage to the transom of STIKINE resulted from these operations and will be repaired during the next scheduled refit period.

189. Nanoose Detachment Personnel and Human Resources:

- a. staffing levels for the Nanoose Detachment remain at 18 civilians and three military personnel. One vacant SC DED 4 position aboard CFAV STIKINE was staffed by deployment. Being fully staffed permitted one SC DED 4 positions to be shifted to each of the Torpedo and Ship Ranging Vessels (TSRVs) from the Relief Party. This brings the TSRV standard crew complement to five from the previous four (Master, Chief Engineer + 3 Ships' Crews) providing the larger crew size necessary for improved response to onboard emergencies;
- b. the term incumbent SO MAO 2 Engineer aboard YAG 680 was converted from term to indeterminate in June 2010. This was a result of the incumbent reaching the three year maximum term employment limit. The original incumbent remains absent on long term disability; and
- c. significant and lengthy absences due to illness and/or injury of several staff members resulted in operating with very tight crewing margins. It was primarily due to the willingness of our Auxiliary Fleet crews to multi-task and to be flexible in their leave requests that enabled the Nanoose Detachment to meet all of Canadian Forces Maritime Experimental and Test Range's operational requirements.

BASE OPERATIONS

190. Mission. The mission of the Canadian Forces Base Esquimalt Operations section is to provide quality support services to Maritime Forces Pacific, including integral and lodger units, as listed in the Canadian Forces Organization Order dated 3 December 2002. There were no changes to function, equipment or location in 2010. An internal organizational change took place 1 April 2010 with the transfer of Base Imaging functions and personnel from Base Operations to Joint Task Force Pacific Headquarters. This organizational change took place in order to maximize the delivery of imaging capabilities and services throughout the formation. The change resulted in Base Operations having four sub-sections with distinct areas of responsibility.

191. Function. The four sub-sections of Base Operations have the following functions:

- a. Base Operations Headquarters:

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- i. the Base Operations Officer is in charge of all activities that take place within Base Operations, and
- ii. coordinates non-military use of Department of National Defence Crown Assets which are under the control of Canadian Forces Base Esquimalt;
- b. Nuclear Emergency Response and Radiation Safety:
 - i. responsible for the management and training of the Canadian Forces Base Esquimalt Nuclear Emergency Response (NER) organization in support of peacetime Departmental nuclear activities such as the visits of nuclear-powered and nuclear-capable vessels to Canadian Forces Base Esquimalt and to the Canadian Forces Maritime Experimental and Test Ranges (CFMETR) in Nanoose, BC, and
 - ii. provides ionizing radiation safety for both Canadian Forces Base Esquimalt and the Port Operations and Emergency Services Branch;
- c. Emergency Planning and Coordinating:
 - i. organizes, develops and maintains the Base Emergency Response Plan;
 - ii. coordinates and conducts a Base Emergency Awareness Program to ensure that all Base personnel are aware of emergency procedures, policies and locations of emergency stores;
 - iii. Emergency Preparedness; and
 - iv. First Aid Training:
 - a. responsible for delivery of all levels of First Aid training including the training of first aid instructors and First Aid instructor-trainers;
 - b. responsible for the stewardship and delivery of the Light Urban Search and Rescue (LUSAR) course;
 - c. responsible for delivery of the Canadian Red Cross Emergency Medical Responder program for military firefighters and the Department of National Defence civilian firefighters for Western Canada;

- d. provides training and development of First Aid instructors, first aid instructor-trainers and advanced medical first responder instructors in support of the Steward MOSID first aid training requirements; and
- v. Vehicle and Parking Control maintains and administers all aspects of the parking program for Canadian Forces Base Esquimalt.
- d. Range Control:
 - i. provides land Ranges and Training Areas (RTAs) to support Canadian Forces units involved in operations or training;
 - ii. inspects and maintains existing RTAs;
 - iii. coordinates the use of RTAs;
 - iv. enforces land RTA policies as promulgated by the Directorate Army Training; and
 - v. advises user-units on RTA safety policies.

192. Operations and Training. At the beginning of the year, Base Operations was busy with both the planning and execution of the 2010 Olympic Torch Relay prior to the 2010 Olympics. In addition, Base Operations assisted in the planning of and participation in the Pacific International Fleet Review as part of the Navy Centennial celebrations. Two weeks prior to the Pacific International Fleet Review in June 2010, Base Operations participated in a base-wide Force Protection exercise designed to practice the security elements of the Fleet Review. This was followed closely with short notice planning and participation in Operation POSEIDON; a multi-agency operation to receive and process illegal migrants that arrived off the West Coast in August 2010. Upon completion of Operation POSEIDON, Base Operations carried out planning, training, and participation in the biennial Nuclear Emergency Response (NER) Evaluation of the Canadian Forces Base Esquimalt Nuclear Emergency Response Team in October and re-evaluation in December 2010.

193. The United States Navy continued port visits to Esquimalt and Nanoose with nuclear-powered and nuclear-capable vessels. The Emergency Operations Centre/Nuclear Emergency Response Team (NERT) conducted training and deployment exercises in preparation for each visit, as well as being on standby during visits. The Nuclear Emergency Response Team also participated in Chemical, Biological, Radiological and Nuclear (CBRN) training at both the Damage Control School and Canadian Forces Base Suffield in preparation for the Vancouver 2010 Olympic Games in February and the Nuclear Emergency Response Evaluation in the Fall of 2010.

Base Operations Headquarters

194. Throughout the year, training continued with the Emergency Operations Centre staff using the Incident Command System model and every opportunity to bring the Emergency Operations Centre staff together was utilized.

195. The Base Operations Headquarters went through a large personnel turnover this year. Major Steve Sawyer departed and was replaced by Major John Bagnall as the Base Operations Officer. All Nuclear Emergency Response Team non-commissioned personnel changed out and Lieutenant (Navy) David Beldeur returned from Afghanistan to resume his position as the Nuclear Emergency Response Officer.

196. The Non-Military Use coordinator staffed numerous requests for Canadian Forces Base Esquimalt's continued support of the community, in accordance with regulations, by providing materiel and property use. As a coordinating agency, Base Operations issued approximately 80 Non-Military Use agreements typically requiring multi-unit involvement, or the usage of local Armouries. Some of the organizations included Variety Boat for Hope, Corporation of the Township of Esquimalt, The Mustard Seed Church, Victoria Dragon Boat Festival, and The Canadian Coast Guard. Sadly, in October 2010, Shelley Dudley, the incumbent Non-Military Use coordinator, passed away unexpectedly. Her passing was hard-felt by all co-workers and friends.

Plans and Training

197. Light Urban Search and Rescue (LUSAR) Course. During 2010, Base Operations conducted four 32-hour Light Urban Search and Rescue courses resulting in 130 Maritime Forces Pacific trained personnel and one overview course for 60 HMCS MALAHAT personnel. This course was developed to provide Maritime Forces Pacific personnel the necessary knowledge and training required to assist the Formation as well as the community following a major disaster or emergency. The 32-hour program content concentrates on general search and rescue techniques and includes advanced first aid skills, Hazardous Materials (HAZMAT) recognition and Information Management System (IMS) information essential to the conduct of training. Training includes the BC Housing Rapid Damage Assessment Post-Earthquake Safety Program. Additional Medical First Responder and Information Management System components are also available through courses offered by Canadian Forces Base Esquimalt. Key emphasis is also placed on practical exercises. The fundamental purpose of urban search and rescue teams is to locate and extricate trapped victims. Immediate life support is also a critical function. The aim of training is to both instruct the specific knowledge required and to leave the student with an accurate assessment of their capabilities and the risks inherent in an emergency or disaster situation. Appropriate hazard assessment and safe decision-

making is stressed throughout. The course is specifically designed to support the Base's medium urban search and rescue team and build on preparations and organization already in place at Canadian Forces Base Esquimalt.

198. Emergency Preparedness. Base Operations continued the In Step Emergency Preparedness Program¹ which promotes the Department of National Defence, Provincial, and Community preparedness. This included the development of several promotional lectures that were published on the Branch emergency services web page for the Formation. Lectures were also presented to several Base Branches during their annual Professional Development Day on our Base Emergency Response Plan and emergency preparedness. Again, this past year support was given at the annual Military Family Resource Centre West Coast Welcome held in September at the Colwood Pacific Activity Center to welcome new arrivals in ensuring vital preparedness knowledge was passed on. Base Operations assisted the Vancouver Island Emergency Preparedness Committee in preparations for the Vancouver Island Emergency Preparedness Conference to be held in May 2011.

199. First Aid/Cardiopulmonary Resuscitation (CPR). During the year, Base Operations was responsible for training members of the Canadian Forces and the Department of National Defence employees as tabled below:

COURSE TITLE	NUMBER OF STUDENTS	COURSE TITLE	NUMBER OF STUDENTS
Medical First Responder (MFR)	107	Oxygen Administration - OXY	107
POESB Military Standard First Aid (MSFA)	560	Instructor Certification Program Level 1 (ICP-1) - First Aid Instructor	24
Transport Canada, Marine Basic First Aid (MBFA)	447	Instructor Certification Program Level 2 (ICP-2) - First Aid Instructor-Trainer	5
Transport Canada, Marine Advanced First Aid (MAFA)	109	Instructor Updates/Workshop (IU)	1
Other Unit Standard First Aid (SFA)	1157	Basic Casualty Simulator Course	9
Emergency First Aid (EFA)	342	Light Urban Search and Rescue (LUSAR)	190

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¹ Step One: Individual Assessment and Recognition; Step Two: Family and Co-Workers Take Action; and Step Three: Community Capacity and Building a Culture.

Cardiopulmonary Resuscitation Level A (CPR(A))	311	Rapid Damage Assessment Course (RDA)	190
Cardiopulmonary Resuscitation Level C (CPR(C))	1801	Emergency Medical Responder Instructor Trainer Update (EMR IT)	6
Cardiopulmonary Resuscitation Level HCP with AED (CPR HCP)	147	Emergency Medical Responder (651 FFTR)	8
Instructor Certification and Re-Certification Monitor	10		

200. The Base Operations First Aid Training Team was reduced by 33% in June 2010 due to fiscal restraints. In addition to delivering a variety of first aid programs to our primary stakeholders, Base Operations supported provision of first aid training to dependents of service personnel through the Colwood Pacific Activity Centre and 443 Maritime Helicopter Squadron, and to youth organizations such as Military Cadet Corps, St. John Ambulance Cadets and Scouts Canada. With recent developments to the Steward Occupation related to first aid, the First Aid Training Team supported first aid training for Stewards as follows:

- a. certified PO1 H. Cullen as a First Aid Instructor-Trainer (December 2010);
- b. certified PO1 H. Rohrback (December 2010) and PO2 A. Kilbride (January 2010) as First Aid Instructors;
- c. delivered Advanced Medical First Responder Level Two course to 12 QL5 Stewards at Canadian Forces Base Esquimalt (September 2010); and
- d. offered priority loading to QL6A and QL6B Stewards on two First Aid Instructor Certification Programs delivered by Canadian Forces Base Esquimalt (July and December 2010). Two Stewards completed training and are presently in the process of completing co-teach and monitoring requirements.

Nuclear Emergency Response Team

201. The Nuclear Emergency Response and Radiation Safety Section continued its federal mandate to support Nuclear Powered Vessel (NPV) visits, with two visits in 2010. One Nuclear Powered Vessel conducted ranging operations at Canadian Forces Maritime Experimental and Testing Ranges (CFMETR) and one Nuclear Powered Vessel visited Canadian Forces Base Esquimalt during the International Fleet Review. A considerable effort by the Nuclear Emergency Response organization to maintain a trained and

qualified Nuclear Emergency Response and Naval Powered Vessel Visit Management capability was expended during the year. A significant portion of the Nuclear Emergency Response (NER) Team was posted into new positions during the summer requiring extensive training throughout the fall. The following table indicates the courses run and number of personnel trained:

COURSE	NUMBER OF COURSES	NUMBER OF PERSONNEL TRAINED
Nuclear Emergency Response (NER) Management Course	1	18
Radiation Monitoring Course	2	32
Fire Fighter NER Refresher	5	57
Queen's Harbour Master NER Refresher	4	64
Military Police NER Refresher	4	32
Total Number of Personnel Trained		203

202. The Nuclear Emergency Response Team conducted monthly environmental monitoring of sea water, soil, aquatic plants and seafood in both Esquimalt and NanOOSE harbours. The environmental samples were tested to verify that the nuclear powered vessels in harbour did not present a risk to the surrounding environment. The University of Victoria began testing of the environmental samples in January in addition to the Royal Military College of Canada. The Nuclear Emergency Response Team now has a local facility capable of providing analysis of water samples in the area.

203. The Nuclear Emergency Response Team participated in two Nuclear Emergency Response Evaluations, one at Canadian Forces Base Esquimalt and one at Canadian Forces Maritime Experimental and Test Ranges (CFMETR), conducted by a team from Canadian Forces Base Halifax, Chief of the Maritime Staff (CMS), and an independent contractor. The Nuclear Emergency Response Evaluation provided a detailed review of policies, procedures, and operations. The Nuclear Emergency Response Evaluation report provided a number of recommendations that were implemented prior to the end of the year.

204. Parking Control. Further refinements to the Base Standing Order (BSO) regarding parking (BSO 2-307), were initiated to provide Unit Parking Coordinators with sufficient guidelines and responsibility for the management of unit allocated parking through the parking database in conjunction with the Parking Control Office. In addition, the Parking Control Office initiated and completed a detailed survey of all parking stalls. This resulted in updated geographical maps and an accurate parking database achieving better management and control of parking assets.

Range Control

205. The ranges managed by Range Control were:

- a. Heals Ranges - consisting of a 400 yard classification range, a Type One and a Type Two 25m range;
- b. Nanaimo Ranges - consisting of a 600 yard classification range and a Type Two 25m range;
- c. Albert Head Grenade Range;
- d. Bentinck Island Demolition Range; and
- e. Whirl Bay Underwater Demolition Range.

206. The training areas managed by Range Control were:

- a. Albert Head training area;
- b. Mary Hill training area;
- c. Rocky Point training area;
- d. Heals training area;
- e. Nanaimo training area; and
- f. Nanoose Transmitter Site.²

207. Other facilities managed by Range Control were:

- a. Work Point Rappel Tower;
- b. Albert Head Confidence Course; and
- c. Albert Head Mountain Operations Site.

208. Range and Training Area Development. Ongoing range and training area development includes:

- a. established bivouac sites at Nanoose Transmitter Site;

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² Note that the removal of gorse (shrub) from this location continued as a special project throughout the year.

- b. continued construction of a Forward Operating Base (FOB) in Rocky Point Area C; and
 - c. construction of Sentry Points at Bentinck Island Demolition range.
209. Forecasted priorities for the coming year include:
- a. Range and Training Area get-well program;
 - b. combine Grenade, Underwater Demolition and Demolition ranges at Whirl Bay;
 - c. establishment of new Standing Operating Procedures formulated from new/ updated Range Standing Orders;
 - d. establishment of a long-term Range and Training Area management plan in alignment with the Master Real Property Development Plan, and based on mandated tasks from Formation; and
 - e. Nanaimo Range modernization program.

FIRE AND RESCUE SERVICES

Introduction

210. The Department of National Defence Fire and Rescue Service, as part of the Port Operations and Emergency Services Branch, provides a wide range of services in order to protect life and property at the Base. The scope of operations extends to Canadian Forces Stations Aldergrove and Matsqui, and to Masset in the Queen Charlottes. Maritime Command Order (MARCORD) Policy 30-3 determines the level of service provided by the Fire and Rescue Service in Dockyard. This standard states in part that:

- a. the Fire Department must be able to be present, under normal conditions, at the location of any emergency within Dockyard in three minutes. The minimum response for fires, except those involving warships shall be one pumper truck and five fire fighters; and
- b. for fires onboard commissioned warships the response shall be six fire fighters and one pumper truck to be set up for attack within seven minutes and four additional fire fighters and aerial truck or fireboat set up within ten minutes.

211. The Fire and Rescue Service provides its services in the following locations: Dockyard, Rocky Point, Canadian Forces Maritime Experimental and Test Ranges (NanOOSE Bay) and Belmont (Colwood):

- a. Dockyard. The Dockyard Fire Hall operates 24 hours per day, seven days per week (24/7). The Dockyard Hall is manned by four operational platoons of 15 fire fighters each. Ten fire fighters are required to meet the standards set by the Maritime Command Order policy for shipboard fire fighting. One additional fire fighter is assigned to the alarm room. The remaining four fire fighters are used to cover contractual obligations such as vacations, sick leave, and many other forms of leave as well as other operations such as standby at Colwood, confined space entry, Nuclear Emergency Response training. The fire fighters work 42 hours per week, in 10-hour day shifts or 14-hour night shifts with the 10-hour day shift and 14-hour night shift combined into a 24-hour shift. The Fire Inspection Branch consists of one Chief Fire Inspector and five Inspectors. Dockyard is also the administrative headquarters for the fire service, and houses the Fire Inspection Branch, the Chief and Deputy Chief, the training staff and the secretarial support, all of which work 7.5/5;
- b. Rocky Point Fire Hall.
 - i. The Canadian Forces Ammunition Depot Rocky Point Fire Hall operates 24/7, and is responsible for providing fire protection and emergency response at the Rocky Point ammunition depot including emergencies on board ships while berthed there. The Rocky Point Fire Hall is also the designated facility for repair of fire appliances including fire extinguishers. The fire fighters assigned to the hall are trained to assist in the repairs and other shop activities; and
 - ii. The standard for the level of protection being provided at Rocky Point is the Department of National Defence (DND) Structural Fire Response Policy. This standard was developed in 1996. The standard states that the minimum response for structural fire fighting on DND property, by DND crews, shall be five fire fighters;
- c. CF Maritime Experimental and Test Ranges (CFMETR). The Canadian Forces Maritime Experimental and Test Ranges Fire and Rescue Service is responsible for a joint military and civilian operation. The fire service is crewed with two civilians and two military personnel to support Canadian Forces Maritime Experimental and Test Ranges' operations, which include but are not limited to Fire Prevention, Suppression, Nuclear Emergency Response and Aircraft Crash Rescue; and

- d. Belmont Fire Hall. The Belmont Fire Hall is located near the Colwood supply facility. It has been deactivated and is currently staffed by one fire fighter who repairs self-contained breathing apparatus for the Fleet, and provides first aid support for the Colwood facility. The station is also used to house one active fire truck. When warships are refuelled or moored at the Colwood jetty, the fire truck is repositioned from Belmont to the Colwood jetty. Two fire fighters from Dockyard are sent to crew the repositioned truck.

212. Events throughout the year supported by the Canadian Forces Base Esquimalt Fire Department included the following:

- a. January: Canadian Forces Housing Agency Visitations;
- b. May: Hosted Deputy Fire Chief and Master Warrant Officer National Working Group;
- c. June: Maritime Forces Pacific Appreciation Barbecue, Canadian Naval Centennial Certificate presentations;
- d. July: Military Resource Family Centre Family Fun Day;
- e. September: Government of Canada Workplace Charitable Kick-off and production of the Fire Department fundraising calendar begins in support of the campaign;
- f. October: Nuclear Emergency Response Evaluation, Fire Prevention Week and Barbecue, Fire Warden of the Year Presentation, and Remembrance Day Ceremony;
- e. November: Maritime Forces Pacific Exposition Education and Career Fair, Safety and Environment Program Verification; and
- g. December: Government of Canada Workplace Charitable Campaign Closing Ceremony, Annual Navy Lighting Program, Fire Hall/Emergency Operations Centre ground breaking ceremony, winner of Western Shore Fire Truck Parade.

213. Statistical Incidents Reports

INCIDENT DESCRIPTION	NUMBER OF CALLS
Explosion – No Fire	2
Rupture - Water Pipes	3
Vehicle Accident	4
Industrial Accident	2
Resuscitation Call - Miscellaneous	4
Resuscitation Call - Other Than Listed	2
Rescue - Miscellaneous	3
Public Hazard - Gasoline or Fuel Spill	1
Public Hazard - Gasoline or Fuel Spill (Standby Situation)	1
Public Hazard - Toxic Chemical Spill	2
Public Hazard – Hazardous Object Removed	1
Public Hazard – Power Line Down	1
Public Hazard - Miscellaneous	13
Gas Leak - Natural Gas	1
Gas Leak - Propane	1
Gas Leak – Response to Carbon Monoxide Detector	2
Gas Leak - Miscellaneous	3
Public Service - First-Aid	121
Public Service - Miscellaneous	3
Alarm No Fire - Accidental Miscellaneous	114
Alarm No Fire - Smoke or Steam Mistaken	2
Alarm No Fire - Sprinkler Surge or Discharge	3
Alarm No Fire - Detector Activated	48
Alarm No Fire - Unknown Odours Investigated	7
Alarm No Fire - Miscellaneous	29
False Alarm - Internal or Local Alarm System	3
False Alarm – Verbal Report to Fire Station	1
Incident Situation Unclassified	12
Brush/Grass Fires	2
Category 02 Fires	2
Category 03 Fires	2
Aircraft Incidents – Hazardous Process Stand-bys	121
Aircraft Incidents – Stand-bys Miscellaneous	09
GRAND TOTAL	525

214. Operational Projects

New Fire Hall. The fire hall is currently in the design phase (100%) and is on track for construction to begin in 2010.

215. Fire Prevention Activities

a. Inspections:

i.	Building Fire Inspections	1841
ii.	Sprinkler Systems	79
iii.	CO2 Systems	40
iv.	Ship/Vessel	77
v.	Standpipes	250
vi.	Karbaloy Systems	52

b. Miscellaneous Activities:

i.	Private Married Quarters Visitations	147
ii.	Evacuation Drills	50
iii.	First Aid Fire Fighting Equipment (FAFFE) Training (personnel)	479
iv.	Fire Warden Training	102
v.	Fire Extinguisher Exchanges	600
vi.	Hose Replacement	0
vii.	Project Reviews	72

216. Belmont Repair Facility. Repairs and maintenance conducted:

a.	Chemox	202
b.	Self-Contained Breathing Apparatus serviced	61

- c. Supplied Air Respirators 15
- d. Air cylinders hydrostatically tested 15

Training

217. The fire department maintains an extensive training schedule overseen by the Training Officer that encompasses all core fire fighting skills, as well as specialized training in Nuclear Emergency Response, Hazardous Material, High Angle Rescue, Emergency Medical Responder and other subjects. The department trains on an ongoing basis with various organizations including, but not limited to, Sea Training, Nuclear Emergency Response Team, Base Operations, Hazardous Material Emergency Response Team, Risk Management, Damage Control School, Learning Career Centre, and the Fleet.

218. The number of fire department personnel received the following career training courses from the Canadian Forces Fire Academy:

- a. Journeyman Qualification Level 5A 4
- b. Fire Prevention Life Safety 2
- c. Hazardous Material Technician 3

219. Sea Training and Ship Initiated Exercises. Canadian Forces Base Esquimalt Fire Rescue participated in 61 Sea Training Exercises (Major Warships) and 32 Sea Training exercises (Minor Warships).

NAVAL PROVOST MARSHAL (PACIFIC)

220. Operations and Exercises. 2010 has proven to be a busy year for Naval Provost Marshal (Pacific) with participation in a variety of operational and incremental taskings, Base and Formation exercises and the continued participation with community relations. With preparations for OP PODIUM, the Nuclear Emergency Response evaluation, and support of the Tour de Rock both with riders and logistical support, all Military Police personnel have risen to the challenge. Mirroring this Detachment, Military Police Detachment Canadian Forces Maritime Experimental and Test Ranges has also kept busy with numerous Nuclear Emergency Response exercises and evaluations, operational tasks and regular duties within their Area of Responsibilities.

221. There are three members deployed for Roto 9, 20 August 10 – 15 Jul 2011, with an additional two members on Roto 10. Several members have seen Temporary Duty at various locations throughout Canada for training and for assisting with training.

evaluations and assessments. The OP PODIUM team was deployed, led by the Naval Provost Marshal (Pacific). They returned in April 2010, with the final physical security survey conducted by the Naval Provost Marshal (Pacific). The International Fleet Review was also a large undertaking.

222. Community Relations. Naval Provost Marshal (Pacific) was involved in several community relations campaigns during the year, including the John Stubbs School Drug Abuse Resistance Education (DARE) Program, Child Car Seat Clinics, Safe Driving Week, Security Awareness Week, Bicycle Safety Rodeo (in cooperation with Personnel Support Programs), Canadian Cancer Society-Cops for Cancer-Tour de Rock annual fundraising/Island ride and the First Annual Military Police National Motorcycle Relay Ride. Leading Seaman Daniel Casey, represented this Military Police Detachment at the Annual "Cops for Cancer: Tour Du Rock", a 1000 kilometre bike journey around Vancouver Island. This year, a record \$1.4 million was raised in support of juvenile cancer research, providing support to kids fighting the disease. The Military Police Fund for Blind Children (MPFBC) continues to provide opportunities for visually impaired children within our community and Naval Provost Marshal (Pacific) members actively contribute by planning and executing fundraising events of various levels. This year alone, Naval Provost Marshal (Pacific) raised over \$1,500 for this worthwhile cause. The Section also supported the United Way Campaign with a very successful Formation Jail and Bail event. Canadian Forces Maritime Experimental and Test Ranges, Military Police Detachment has also participated in community events with their support of the United Way and the Military Police Fund for Blind Children.

- a. Community Relations support in the form of teaching our local Sea Cadets Emergency First Aid;
- b. judging a Cadet Provincial First Aid Competition in Nanaimo;
- a. providing Community Support in volunteering to officiate in the CBC's Hockey Night In Canada Play On Ball Hockey National Championship Tournament;
- b. provided Community Support towards Maritime Forces Pacific Annual Cock of the Walk Hockey Championships in the form of Hockey Official;
- c. provided Community support towards the annual United Way Campaign 3-on-3 Hockey Fund Raising Event in the form of a Hockey Official; and
- d. provided Community support towards the Remembrance Week Public Speaking.

223. Training Support. This unit provided training support for the following:
- a. the CFNCIU(P/R), CFNIS(P/R), 1MPU-ASU Chilliwack for MP EMRT, Ranges and Use of Force Training;
 - b. 19 WG Comox in the form of MP EMRT, and Base Auxiliary Security Force (BASF) Use of Force Training; and
 - c. provided support and liaison with the local civilian police services with support to facilities for Police training and meetings.

224. Awards and Recognition. The Commanding Officer Canadian Forces Base Esquimalt issued two Base Commander's Commendations during this year. One was to Sub-Lieutenant Danielsen and the other to Master Corporal Parker (K9 Program) for their outstanding dedication, hard work and professionalism. We were especially proud this year to also have one of our Commissionaires, Cmre Colin Cooke, who was honoured with a Base Commander's recognition for his heroic selfless performance in saving the life of an accident victim. Numerous letters of recognition were received by various members of the Military Police Detachment recognizing their professional conduct and ability.

225. Security. The Security Section experienced a very busy 2010. OP PODIUM also consumed a great deal of our resources both in manning and monetary cost. Throughout 2010, Physical Site Surveys (PSS) were conducted by Security Section personnel on no less than 30 different locations. This was in addition to routine operations such as supporting Nuclear Emergency Response exercises and evaluations, and the conduct of ID card blitzes. The Security Section Commissionaires conducted the annual Unit Security Supervisor (USS) seminar on the 6, 7 and 8 of October. Since 2003, this has been an annual event hosting approximately 50 new or current USSs including members from the BC mainland and as far away as Masset and Edmonton. Its popularity is due to the fact that Canadian Forces Base Borden no longer runs a program, the huge costs associated with sending members for the official course (when run), and we tailor the information specifically for Canadian Forces Base Esquimalt. Some of the subjects covered are duties of a security supervisor, security orders, the unit security awareness program, introduction to physical security, building safeguards and security zones, security containers, key control, security of public funds, handling and packaging of classified/protected material, security clearances, contractor passes and the Security Requirements Check List (SRCL) process, combination lock changing; and a guest speaker from the National Counter Intelligence Unit (NCIU), discussing members and civilian briefing and travel requirements outside of North America. At the seminar's conclusion, members receive a certificate and a CD with the seminar lectures, a security orders template, helpful forms, links and other material to help them in their duties. In addition, our seminar has been adopted by a number of bases from Comox to Gander, Newfoundland.

226. Two of the main issues from 2010 that will be advanced through 2011 will be Building Insecurity Reports (BIRs), and dealing with individuals who have multiple ID cards lost. Currently, 75% of all Building Insecurity Reports are committed by three organizations on the Base. We will continue to work with these organizations to reduce this number and remind units of their security responsibilities. For individuals with multiple ID card losses, initiatives will be put in place, which if supported by the unit Commanding Officers, will ensure corrective action is taken with the member. The successful implementation of these two initiatives will increase the overall operational effectiveness of Canadian Forces Base Esquimalt by increasing the security posture and reducing costs (both monetary and in personnel) associated with security operations. A number of security-oriented issues have progressed. This includes upgrades to the Military Police Detachment's building security access system, which is now in place. Physical Security Surveys (PSS) and Site Surveys are completed annually by the Security Section, Corps of Commissionaires. Security incidents/violations are investigated and reported, with recommendations being made to prevent a reoccurrence, thereby improving the security posture at this location.

227. Posting Season. Sixteen Regular Force members were posted out in the Active Posting Season of 2010, amongst them were the Naval Provost Marshal (Pacific) and the Military Police Detachment Commander from Canadian Forces Maritime Experimental and Test Ranges. This also included one supernumerary officer awaiting training. Sixteen Regular Force members were posted in, including one supernumerary Warrant Officer from the Canadian Forces National Investigation Services CFNIS (WR). Additionally, (inclusive) two untrained Non-Commissioned Members awaiting training were also employed at this Military Police Detachment. Details are attached at Annex A.

228. Police Occurrences. Overall, general police occurrences for 2010 have decreased to 1,179 from 1,375 in 2009. Persons lodged in cells increased in 2010 by twenty-three persons. A total of 25 individuals were lodged in cells in 2009 and there were 48 in 2010.

229. Naval Provost Marshal (Pacific) was the third busiest Military Police unit in the Country and rated second in the country by the Canadian Forces Provost Marshal for the number of days it takes on average to receive a complaint, investigate the incident, write the report and then release it to the Unit involved. The average time it takes Naval Provost Marshal (Pacific) to complete this entire process is 22 days. These incredible statistics can only be attributed to the hard work and dedication put forth by all members of this Section and is particularly amazing considering throughout most of 2010, Naval Provost Marshal (Pacific) was short five to seven members from their total military establishment.

PORT SECURITY SECTION

230. The mission of the Port Security Section (PSS), UIC 1373AA, continued to be the provision of perimeter security to Canadian Forces Base Esquimalt and waterside security for CFB Esquimalt's Harbour (Esquimalt Harbour), anchorages and approaches to the high water mark until 30 June 2010. Changes were effected due to budgetary constraints. PSS was disbanded and a small training cadre (seven PERS) under Naval Provost Marshal (Pacific) (NPM(P)) Base Security Force (BSF) for Base Auxiliary Security Force (BASf) training was formed while also maintaining random Force Protection Boat Patrols. PSS and now NPM(P) BSF employed gate sentries, mobile sensor systems, C3I and small patrol craft in support of force protection and perimeter security to CFB Esquimalt. Base Security marine forces were linked with land forces to establish layered defence as well as dissemination of information to ensure de-confliction of friendly forces and provide coordinated operations. Port Security Section provided escorts for high value assets (HVAs) and naval vessels under low threat conditions but in the BSF configuration after 30 June 2010 to date, has not been tasked, though capable.

231. Function. The Port Security Section organization was separated into the following departments while NPM(P) BSF runs the same program, but with far less horsepower:

- a. Command. The Officer in Charge maintained delegated tactical control of Port Security Section assets from the Commanding Officer of Port Operations and Emergency Services to fulfill the mission of the section;
- b. Operations. The Operations department, administered by the Operations Officer, was responsible for providing operational, exercise, and personnel planning, and scheduling to meet manning requirements in order to maintain operational readiness. Operations included land and water-borne security and presence patrols, boat escorts of High Value Assets (HVAs), Random Security Access Measures, physical inspections of inbound craft and enforcement of Controlled Access Zones for all units and areas under the purview of CFB Esquimalt;
- c. Training. The Training Department provided specific training in Rules of Engagement, Use of Force, firearms, compliance weapons, tactics and procedures. The Training Department has been designated the coordination cell in Port Security for all aspects of initial cadre, and regenerative training. Additional duties included ensuring the BASf was adequately trained to meet its Base Security mandate;
- d. Boats. The Boats maintained all watercraft in a ready state for operations, exercises, and training;

- e. Operational Watches. An Operational watch system was maintained through the calendar year till 30 June 2010. This defunct watch system provided 24/7 coverage for land and seaward surveillance, access point security, physical security, random security check-points, enforcement of the Controlled Access Zones, and support to the Fleet and Base security. The Port Security Operation Center (PSOC) remained the initial point of contact for any Base emergency. Operational Readiness was evaluated on a number of occasions by Base Operations personnel directed exercises; and
- f. Support Cell. All procurement for the unit was performed by the Supply Chief which was assigned to a Petty Officer Second Class Supply Technician. The Administration Support was conducted by the Chief Clerk normally assigned to a Petty Officer Second Class Resource Management Support Clerk but was performed by a Master Seaman who also administered all unit finances; this has now been delegated under NPM(P) BSF OIC and NPM(P) and Unit Clerk.

Operations and Training

232. Port Security Section was engaged in a number of joint exercises and operational taskings this year. Personnel from the PSS Training Department organized and administered all intermediate weapons training in preparation for personnel assigned to OP PODIUM – the Vancouver 2010 Winter Olympics. OP PODIUM and Centennial Fleet Review designated personnel received briefings and training on:

- a. Rules of Engagement (ROE);
- b. Use of Force (UoF);
- c. Tactical Baton;
- d. Oleoresin Capsicum (OC) spray; and
- e. small arms.

233. During the past year, Port Security Section provided Force Protection for four United States Navy vessels alongside; including one Nuclear Powered Vessel (CVN). Major visits included USN destroyers and US Coast Guard (USCG) ships; International Fleet Review (20 +) foreign and national assets. NPM(P) BSF is unable to sustain the PSS inherited taskings when HVAs start returning to CFB Esquimalt.

234. Port Security Section assets were utilized for protection during Olympic / Para Olympic Torch Relays and the International Centennial Naval Fleet Review in Victoria.

235. Port Security Section training department and now the NPM(P) BSF training cell continues to train the BASF. The ongoing training included routine Rules of Engagement, Use of Force, ASP baton, Oleoresin Capsicum spray (OC), and various weapons qualifications. Routine Port Security Section Operations included implementation of access controls, searches of vehicles, jetties and fence-lines.

236. NPM(P) BSF participated in numerous Nuclear Emergency Response Exercises.

237. Port Security Section and now NPM(P) BSF when manning available, assisted Sea Training Pacific in force protection training by providing Opposing Force (OPFOR) teams to HMC Ships in support of their regular work-ups cycles (WUPs).

238. The unit experienced significant and sustained shortages in personnel including land sentry, boat coxswain, and officer of the watch positions. Various Canadian Forces training establishments such as Canadian Forces School of Communications and Electronics (CFSCE) Kingston, as well as Naval Reserve Divisions (NRDs), were contacted in order to supplement Port Security Section staffing by canvassing for personnel awaiting training (PATs) in order to support our mandate. A shortage of qualified boat coxswains was confirmed by the Naval Reserve Boatswain career manager and is attributed to a general shortage in the Military Occupational Structure. The Boat Coxswain is normally a Qualification Level 2 qualified Boatswain. Personnel shortages have changed significantly. Under the NPM(P) BSF structure all PERS (seven) are Coxn qualified and there is a significant manning issue to support immediate response and sustained picket boat requirements projected in the upcoming year.

239. Port Security and BASF personnel completed the following training which also includes OP PODIUM and the International Fleet Review PERS training requirements in 2010:

QUALIFICATION	DETAILS	TOTAL PERSONNEL
Sig Sauer Pistol	in accordance with MARCORD 9-2	130
C-7	in accordance with MARCORD 9-2	167
ASP Baton		194
OC Spray		194
Mechanical Restraints		182
DDC	Defensive Driving Course	4
ROE	Rules of Engagement	200
UOF	Use of Force	200

240. Equipment and Administration. No major equipment acquisitions or initiatives were implemented during 2010. Efforts to continue previous year's upgrades were delayed due to financial restrictions being imposed throughout the year. The Automated Identification System (AIS) replacement of the Extended Line of Sight (ELOS) beacon fitted on seaborne assets was completed and exercised for OP PODIUM and the International Fleet Review.

241. There were no significant boat deficiencies throughout the year. Both Military Police Force Protection vessels (MPFPVs) were in service for approximately 10 months. Operations Centre equipment such as the Black Rock radar system was non-functional. Acquisition options locked in budgetary restraints.

242. Personnel. During 2010, the executive department continued initiatives to mitigate the demise of the Port Security Unit and the workload on the NPM(P) BSF.

243. The remaining ten personnel are forecast to be employed through to 31 March 2011.

244. The Maritime Staff continues to review the need for armed Force Protection in both Esquimalt and Halifax. Direction was given to request an establishment change to provide stable manpower and direction. Final policy continues to evolve and further staff checks comparing east and west coast practices are currently underway. Training of BASF was resumed during 2010 resulting in increased numbers of trained personnel. Staffing shortages resulted in senior personnel completing watch rotations in addition to departmental duties. The International Fleet Review and PODIUM put significant strain on all PSS assets.

245. Long term staffing issues will continue beyond the end of the next reporting period.

246. The Way Ahead. It is anticipated that manning of the NPM(P) BSF Section will continue to be a chronic challenge due to significant pressures across the entire Navy as it relates to personnel availability and existing tasking levels. These pan-Navy manning issues will continue to negatively impact operational taskings of the BSF (Base Security Force) as well as on-water Force Protection duties. Personal Action Briefs are in the Chain of Command for review.

PART VII - BASE LOGISTICS BRANCH

Mission and Organization

247. The mission of Base Logistics is to generate and sustain "Logistics Support to the Warrior." Base Logistics is comprised of five Divisions: Executive, Systems Control,

Materiel Distribution, Procurement and Contracting, and Transportation and Electrical Mechanical Engineering. Each of these Divisions specializes in different areas and is comprised of different Sections. Functions duties of each Division and Section are described in the following paragraphs. Additionally, information regarding Branch Ceremonial Events, Celebrations, Social Occasions, Community Involvement, Sporting Events, Support to Operations, and Honours and Awards are also detailed below.

EXECUTIVE DIVISION

Corporate Resource Division (CRD)

248. The Corporate Resource Division is responsible for the corporate function of the Branch, including Administration, Training, Capability and Strategic Planning, Financial and Human Resource Management.

249. Throughout 2010, the Section continued to see an increase in workload in all areas. In some cases this was based on increased reporting requirements to higher authority, but generally it was due to the increase in support to operations. With personnel and ships leaving on deployment, vacancies created by staff departures and support to local operations on the rise, the implications were significant as staff worked with management, supervisors and employees to ensure documentation was completed; processes and legislation followed and overall impact to Branch operations lessened where possible.

250. Over the past year the primary focus of the Training Section was to identify, facilitate and record all training initiatives for the military and civilian personnel within the Branch. This included liaison with external units such as Canada School of Public Service and internal units such as Port Operations and Emergency Services Branch (POESB), Canadian Forces Fleet School Esquimalt (CFFSE), Learning and Career Centre (LCC), and Formation Safety and Environment (FSE). A matrix was created which details mandatory requirements for all military and civilian positions with the intent of incorporating this information with the Consolidated Training Database Application once available to Base Logistics. The Section was also actively involved with the implementation of Monitor Mass within the Branch, offering classroom and one on one training to users in order to improve personnel management.

251. The organizational structure within this section also saw a change. During 2010, the need to merge the Accounts Payable Section from the Procurement and Contracting Division with the Finance Section in the Corporate Resource Division was realized. This change allows a better distribution of workload and larger shared knowledge base which created the ability to complete an increased number of tasks.

252. In Fiscal Year 2010/2011, Base Logistics' initial allocation was \$13.7M, well below what was required for operational effectiveness. Throughout the reporting period increases were seen to cover off shortfalls, with a final allocation of \$15.8M. Of this amount, \$10.9M was Salary Wage Envelope, Civilian and Reserve. The Operations and Maintenance allocation was \$1.4M with additional funds of \$734K received to assist with costs such as fuel and the postage meter. Finally, the allocation for vehicle life cycling and procurement of new requirements was \$2.2M. The requirement to fund civilian contract increases within the Base Logistics' budget reduced the O&M notional allocation by \$293K and SWE notional allocation by \$363K. Due to the difficulty in staffing vacant positions in a timely manner \$125K was returned to Base Comptroller with the intent to use elsewhere within the Base.

Safety and Environment Section

253. The Safety and Environment Section, despite reduced staffing levels, faced a year of challenges and opportunities, with success.

254. In February, the MARPAC Esquimalt Hazard Identification and Assessment process (in partnership with Maritime Atlantic) was undertaken. There were 897 hazard assessment records produced from input gathered from various Base Logistics worksites. Of those, 94% of branch activities were found to be in the "acceptable" category, 4% were in the "monitor" category, and 2% were in the "significant category, which have been rectified.

255. In April, the Base Logistics annual Safety and Environmental Management System review was completed with one new safety and two new environmental targets being proposed. Throughout the year progress was made towards reaching the targets, including: development of a more effective system to manage and track hazardous occurrences, undertaking ergonomic assessments; and completion of the Environment Canada inspection on regulations for POL storage tanks. Work also continues on improvement of workplace hazardous material knowledge with training for supervisors and staff targeted for completion into 2011.

256. In September, Base Logistics successfully completed its Program Verification. Work is progressing in a number of areas to address minor infractions and areas for improvement. The Section was also approached in September, from Formation Safety and Environment, to act as a host Unit for a simulated Program Verification training exercise for safety students, which resulted in a "good" ranking.

257. The Safety and Environment Section continues to look forward to the challenges ahead in order to meet the requirements of our General Safety Program. Concurrently, the section will continue to play a pivotal role in assisting Base Logistics work towards achievement of the Level 1 - Healthy Workplace component of the National Quality Institute's Program for quality improvement.

Technical Services Section

258. The Technical Services Section (TSS) primarily focussed on the inspection of New Incoming Materiel Inspections and Sentencing and Conditioning of Returned equipments for repair, overhaul, and disposal. The section was involved in many "high-value" activities including:

- a. investigation of Pre-installation Failures reported by Formation Units;
- b. Technical Inspection support all High Priority Requirements (HPR's);
- c. continued support to Fleet Maintenance Facility Cape Breton (FMFCB) for the Extended Docking Work Period for HMCS VICTORIA;
- d. coordination with the VICTORIA Class In Service Support Contractor and on-site inspection assistance;
- e. assistance to NDHQ on materiel investigations;
- f. Shelf Life management activities in Main Warehouse, Colwood Building 66;
- g. internal audit processes continued in order to find efficiencies and opportunities for improvement;
- h. unit training in Technical Inspection and Submarine Materiel awareness has been provided to Formation supported Units;
- i. Controlled Technology Access and Transfer (CTAT) implementation in BLog continued with identification of positions requiring registration under the Controlled goods program; and
- j. identification of materiel in the Joint Venture metal stores.

259. During the reporting period, the Technical Services Section performed in excess of 14,000 complete inspections. Technical Services Section inspected over \$200M of materiel of which approx. 25% was corrected during processing, thus saving the department a considerable and unnecessary expense for inappropriate repair, disposal, or receipt. Also of note this year was the considerable energy put into developing and assisting with the Controlled Goods program in DND under the Controlled Technology Access and Transfer regulations. It is likely that these requirements will continue to grow in the future as DND adjusts its processes to be compliant in this area.

260. Technical Services Section has continued to grow professionally and personally, as the section continues to implement statistical sampling techniques based on International Organization for Standardization (ISO) 9000 series Risk Management principles and incorporates the American Society for Quality training standards into its activities. Technical Services Section inspectors continue to find "unexpected cost recovery" opportunities in the materiel flows and routinely attempt coordination of these activities with other national agencies such as the Canadian Forces Supply Depots and CFB Halifax, in order to gain efficiencies due to standardized practices.

MATERIAL AND DISTRIBUTION MANAGEMENT (MDM) DIVISION

Main Warehousing Section

261. Rod Wood was hired as the permanent Main Warehouse Manager for Colwood building 66, in January 2010.

262. As 2010 began, the Main Warehouse was near capacity with 73,400 lines of material valued at approximately \$330 million.

263. During the first 4 months of 2010 and again in the last month of 2010, casual positions were filled to continue a consolidation project which began last year. This project is to create free space for the upcoming HALIFAX Class Modernization Frigate Life Extension (HCM FELEX). In this time frame, the consolidation project resulted in increasing the Main Warehouse's storage efficiency by an additional 1015 cubic meters, on top of the 650 cubic metres recovered in 2009. In addition, 112 square metres of floor space was freed up by re-palletizing materiel.

Metal Stores & Repairable Reserve Section:

264. Industrial Supply has continued to provide Fleet Maintenance Facility (FMF) with superb service despite minimal staff. The Team Leader position was unmanned from March through September 2010, while the incumbent was on extended sick leave.

265. Repairable Reserve continued to grow, which required more space and multiple moves of material while optimal storage solutions were sought. The freeze of Navy Repairable Materiel Accounts in the latter part of fiscal year 2009/10 until June of fiscal year 2010/11 created a backlog of equipment that was given blanket approval to send to Repairable Reserve. Ongoing reorganization was required in order to create space for the storage of Frigate spares resulting from HALIFAX Class Modernization.

Disposal Section

266. The Disposal warehouse overall production increased with HALIFAX Class Modernization and the introduction of new policies increased administration. The

154/200

the year, space was at a premium and multiple large items were moved to Repairable Reserve to create space for other items. Great efforts were made to clear up outstanding Repair Requests by engaging Assistant Deputy Minister (Materiel).

Hazardous Material (HAZMAT) Facility

270. Al McColl was hired as the permanent Environmental Materials Manager in January 2010.

271. The Base Logistics HAZMAT Facility was officially opened by the Minister of National Defence, Hon. Peter Mackay, on 8 September 2010.

272. The HAZMAT Section focused their efforts this year on planning and preparing for the move to this new facility, all while maintaining regular services to the Formation and Lodger units. Once the facility was completed, the team, with support from other organizations, executed the move and quickly set up operations in Dockyard.

273. Throughout the year the team handled high volumes of sandblast grit, metal tailings and bulk chemical wastes as well as other typical waste streams.

Colwood Fuel Facility

274. The fuel facility had a very productive 12 months and completed in excess of 300 fuelling operations without incident. The most beneficial enhancements to operations at the facility were in the areas of training and continued support for system upgrades:

- a. Training: Three individuals from different sections of Base Logistics completed training as back-up fuel facility staff. This enhanced productivity at the facility by allowing for 57 additional fuelling operations over a 6-month time frame, totalling 749 man hrs. The availability of these three additional team members also enhanced morale by allowing fuel facility staff to enjoy more flexibility with their leave; and
- b. Upgrades: Three major upgrades to the facility were approved within this fiscal year. Compensating Water System upgrade - configuration planning and drawings are now 90% complete with expectations of construction beginning in 2011. Gas float relocation - construction crews have begun to relocate the existing system from its current location to the main jetty, with an expected completion date within this fiscal year. Tank farm shelter construction - this project to construct permanent protective shelters over sensitive components (pumps and filters) within the fuel farm is moving forward. Drawings and specs are 90% completed, with an estimated project completion of July or Aug 2011.

Clothing Section

275. CPO2 Dan Campbell was posted in as the Clothing Stores Group Controller in June 2010.

276. The tailoring contract was renewed and the tailor shop moved out of Dockyard Building 211 and off of the Base, although members will continue to drop-off and pick-up items in Clothing Stores.

277. The re-introduction of the executive curl for officers commenced in 2010 to commemorate the Naval Centennial. Although slip-ons were provided centrally, a vast project is underway with the contracted base tailor to complete the alteration of tunics.

278. Rollout of the following kit commenced in 2010 and is ongoing:

- a. New Army Rain Gear;
- b. New CADPAT Rucksack;
- c. New Sea Boot; and
- d. C7A2 Rifle.

SYSTEMS CONTROL DIVISION (SCD)

279. The Systems Control Division (SCD) is most recently comprised of the Quality & Continuous Improvement (QCI) Section and the Customer Services Section (CSS). The Technical Services Section (TSS) was recently moved to the Executive Division due to an internal restructuring in Base Logistics. Systems Control Division is headed by the Systems Control Officer, a position which is currently vacant and being staffed.

Customer Services Section (CSS)

280. The Customer Service Section is comprised of five sub sections with varied and inter-related responsibilities including:

- a. High Priority Requisitions (HPR) Cell;
- b. Supply Customer Accounts;
- c. MARPAC Information Asset Management System (MIAMS);
- d. Data Management & Information Services; and

e. Stocktaking Investigations Group.

281. The High Priority (HPR) Cell provides emergency materiel support to the Fleet Maintenance Facility Cape Breton, ships and other units in the Formation and the Canadian Forces. In 2010, this support totalled to over 400 Priority One requisitions raised by ships and over 500 raised by Fleet Maintenance Facility Cape Breton. In addition, the High Priority Cell provided direct support to the following Operations or Exercises:

- a. MARSECPAT - Ongoing support throughout the year to various ships in numerous ports;
- b. RIMPAC - HMCS CALGARY and ALGONQUIN;
- c. OP AMISTAD - HMCS ALGONQUIN, PROTECTEUR, WINNIPEG, VANCOUVER; and
- d. TGEX - HMCS ALGONQUIN, PROTECTEUR, and VANCOUVER.

282. The Supply Customer Accounts Section provides Supply Customer Account assistance to the entire Formation. Supply Customer Account creation, entitlement changes and system oversight are some of their primary responsibilities. This section also provides Supply System assistance for Units who do not have dedicated Supply personnel, such as inputting demands, and making adjustments.

283. During 2010, Supply Customer Accounts was tasked to provide extensive Supply Customer Account support to the Vancouver Olympics under OP PODIUM with the creation, system management and, eventual closure of accounts. Also, the section was heavily involved in the IT Asset Management Working Group and the subsequent realignment of the supply and procurement processes.

284. The Stocktaking and Investigation Group is responsible for the coordination of stocktaking scheduling, document control, physical counts of inventory, investigation and adjustment of discrepancies for all stocking accounts for Base Logistic warehouses.

Quality and Continuous Improvement (QCI) Section

285. In 2010, the Quality and Continuous Improvement section continued to focus on training personnel within the section on quality management, performance measurement and continuous improvement practices, principles and theories.

286. The section continued to work closely with the Improving Quality Force (IQ Force) committee in the implementation of the National Quality Institute's Progressive

Excellence Program. Through the efforts of both groups, the Base Logistics Branch was able to achieve its goal of Progressive Excellence Program level 1 certification in June. Efforts are currently underway to achieve a level 2 certification.

287. Quality and Continuous Improvement has nearly completed mapping all processes in each section of the Branch. While efforts continue with process mapping, the section has begun to focus on performance measurement. Key Performance Indicators will be developed, base lined and measured. This will enable management to internally gauge Base Logistics effectiveness as a second line supply, transport and land maintenance facility, as well as its responsiveness to customers.

PROCUREMENT AND CONTRACTING DIVISION

288. The Procurement and Contracting Division is responsible for providing procurement and contract management services to the Formation. The major activities supported were the Navy's Centennial celebration and wrap-up of contracts in support of OP PODIUM.

289. In March, the Procurement and Contracting Officer position was filled by Leigh Garrod. He now serves as the manager of Purchasing and Contracting and is the policy advisor to J4 Log. Furthermore, two purchasing group positions were filled, one of which is dedicated to improving procurement training and compliance in the Formation.

290. The Deployed Logistics Standing Offers, which are managed by the Procurement and Contracting Division, were employed often throughout the year by ships in foreign ports. While there were some challenges in the delivery of services by agents in certain ports, services met the requirements and are serving the fleet well.

291. As of January, the Official Languages Act required that all requirements posted on MERX be in both official languages. This has added challenges for procurement in terms of funding and meeting timelines.

292. In 2010, the contracting support cell created 4,930 Purchase Orders consisting of 11,151 line items. The Accounts Payable Section processed 1,618 payments Mincom Information Management System (MIMS) and Defence Resource Management Information System, combined with a total value exceeding \$48M.

Joint Venture Materiel Acquisition Team (JVMAT)

293. The Joint Venture Materiel Acquisition Team provides material procurement and Supply Customer Accounts services to the Fleet Maintenance Facility Cape Breton. The section is comprised of civilian personnel who serve as Clerks and Purchasing classification groups, and military Supply Technicians. The team is co-located in the Fleet Maintenance Facility Cape Breton, building 250 Dockyard.

294. Over the 2010 calendar year, Joint Venture Materiel Acquisition Team received 21,438 new requisitions for both Local Purchase Orders and CF Forces Supply System Orders. It provided CF Supply System support to 43 Fleet Maintenance Facility Cape Breton Supply Customer Accounts. The section went through several major changes. In April 2010, Defence Resource Management Information System was implemented. The new system created a number of on-going challenges to the credit card procurement process. In addition, due to on-going construction at Dockyard Building 250 as part of Fleet Maintenance Facility Cape Breton shop consolidation project, members of the Joint Venture Materiel Acquisition Team were required to re-locate for temporary periods.

295. Over the course of the year, the Joint Venture Materiel Acquisition Team processed 19,251 line items on 13,234 Purchase Orders. The total value of these purchases exceeded \$6M. The section also ordered 8204 items from the CF Supply System. The unit's Post Payment Verification reviews by Formation Internal Audit had no outstanding observations reported during the year.

TRANSPORTATION AND ELECTRICAL MECHANICAL ENGINEERING (TEME) DIVISION

296. The Transportation and Electrical Mechanical Engineering Division (TEME) is responsible for providing effective and efficient transport and maintenance services to keep ships at sea, soldiers in the field and aircraft on patrol in order to protect Canada's Pacific coast. Transportation and Electrical Mechanical Engineering is comprised of two primary sections, Transportation (Tn) and Electrical Mechanical Engineering (EME).

Transportation Services Section

297. Base Transport is responsible for providing all user and professional transportation services, including:

- a. Mobile Support Equipment (MSE) Safety;
- b. DND 404 licensing, specific transport-related training;
- c. transporting heavy / light cargo;
- d. passenger carrying, materiel handling;
- e. special and heavy equipment services; and
- f. Formation vehicle fleet management.

298. Transport personnel are located throughout Esquimalt: MSE Safety, Transport HQ and General Purpose Vehicles (GPV) passenger at Bldg 1365 Workpoint, GPV Cargo and Special Purpose Vehicles (SPV) at Temporary Building (TB) 32 Dockyard, Rocky Point Transport at Rocky Point, and Nanoose Det supporting Canadian Forces Maritime Electronic Test Range (CFMETR) at Nanoose.

299. This year, Base Transport carried out 32,154 Mobile Support Equipment details and recorded 5,196,553 km in total distance driven. Of that, Transport's professional drivers drove 21,800 km for details and recorded 1,105,537 km, both military and civilian. The total user driven details were 10,354 km and recorded 4,091,017 km in total distance driven. The Vehicle Fleet comprised 568 Commercial Pattern Vehicles and 162 Standard Military Pattern Vehicles and trailers.

300. With the Navy's Centennial, there were many key events that were planned throughout the year. The first highlight in 2010 was Navy Day followed by the International Fleet Review that encompassed a large transportation requirement that consisted of 166 professional and user driver details, 114 additional rental requirements totalling \$59,123.73, including many hours of overtime and months of coordination and planning. There were many other events planned that included the Naden Band and Naval Recruiting that expanded beyond Vancouver Island. The Centennial kept Transportation assets and personnel extremely busy throughout the year.

301. Mobile Support Equipment Safety conducted 59 courses such as Defensive Driving Course (DDC), Dependent DDC, Driver/Examiner, Air Brake, Forklift, GATOR, Transport of Dangerous Goods (TDG) and Trailer to 859 students over the course of the year. They investigated 86 collisions of which 63 were deemed to be preventable.

302. Base Transport is responsible for vehicle fleet management for MARPAC/Joint Task Force Pacific (JTFP). The size of the Mobile Support Equipment fleet managed is 568 Commercial Pattern vehicles. This consists of 380 low-cost high-density vehicles and 188 high-cost low-density vehicles, at an estimated value at \$29.8 million and 163 Standard Military Pattern vehicles valued at \$13.3 million. Fleet management consists of procurement, day-to-day maintenance coordination, statistical data records and remarketing.

303. In 2010, Transport provided vehicles for OP PODIUM in support of the Olympics by temporarily allocating existing vehicles or vehicles held back from remarket. Due to the economic restraints implemented during the previous fiscal year, fewer low-cost and high-density vehicles were replaced last year than was originally planned. This meant a greater need in the 2010 / 2011 fiscal year to replace these vehicles. Funds allotted in November 2010 allowed additional purchases bringing the total of low-cost high-density vehicles ordered in 2010 to 72, at a cost of approximately \$2.2 million dollars.

304. A vehicle validation will be conducted over the next year to better assign the establishments with a focus on efficiency and maximizing resources. Vehicle usage, tasks, and requirements will be assessed, and allocations will be increased or decreased according to the needs of the Units.

Electrical and Mechanical Engineering (EME) Services Section

305. The Electrical Mechanical Engineering Workshop is responsible for all first, second, and a limited amount of third and fourth level, preventive and corrective vehicle maintenance and repair. These responsibilities include:

- a. Components / Small Engines;
- b. Weapons, Land Tactical Communications and Information Systems;
- c. Optronics and other land-based equipments; and
- d. some Aircraft Maintenance Support Equipment (AMSE) belonging to 443 Maritime Helicopter (MH) Squadron.

306. During the reporting period, the workshop completed a total of 4169 work orders, for a total of 17,024 hrs of hands on production. It has maintained an outstanding low Vehicle Off Road (VOR) rate of 5.5% averaged over the year.

307. The workshop was also responsible for conducting annual technical inspections of the equipment held by all Regular and Reserve units and ships as well as Cadet units on Southern Vancouver Island and CFB Masset. The Transportation and Electrical Mechanical Engineering component section also took care of all 24 MARPAC E-Boxes (earthquake disaster) and servicing approximately 250 outboard engines.

308. Transportation and Electrical Mechanical Engineering Weapons Technicians are responsible for in excess of 3300 small arms ranging from pistols to 50 calibre machine guns. In addition to their workload they have the responsibility of 700 plus security containers (safes/vaults), for which they have conducted 220 combination changes and forcible entries.

BASE LOGISTICS EVENTS

309. Bike to work week, during the month of May, was a successful event. There were 3 teams composed of both cyclists and 'lunch time walkers'. In July, the annual Base Logistics summer barbeque was held at the Work Point Baseball fields. This is an annual event hosted by the Entertainment Committee to say goodbye to those military members

posted out of the branch and to welcome new civilian and military members into the organization. This event promotes team building and boosts morale among the branch. It included a variety of activities such as softball, three-legged races and tug-of-wars. This year the BBQ also celebrated the 2nd year anniversary of the 'Base Logistics Continuous Improvement Project'.

310. At the end of September, Base Logistics hosted the Second annual 10K Run for Fun at Beaver Lake. This event encouraged other branches and the Fleet to attend. Proceeds went to the Heart and Stroke foundation in loving memory of Al Fleury.

311. The CFB Esquimalt CF Safe Driving Championship commonly referred to as "Rodeo" was held at the Naval Officer Training Centre Parade Square, 28-30 June 2010. Drivers from Base Logistics participated in 'Route Discipline' events.

312. The Main Warehouse and Clothing Stores from the Materiel and Distribution Division initiated a Tim Horton's "Buy a Soldier a Coffee" fundraiser, encouraging their coworkers to contribute their spare change to an old combat boot in each location. The boots, after several months of collecting, had collected a total of \$529. Tim Horton gift cards were purchased and sent to Kandahar.

Government of Canada Workplace Charitable Campaign / United Way Campaign

313. Base Logistics successfully met the Unit goal of \$15,000. Some of the events included; a Kick-off Breakfast, weekly Dress with a Difference, Bake Sales, Raffle Baskets, Bingo, hockey and football pools, and a Tim Horton's coffee and donut session to wrap up the campaign.

Honours and Awards

314. We are proud to report that there were many honours, awards and promotions presented in 2010 to well deserving employees within the Base Logistics Branch. These included:

- a. 18 promotions (military);
- b. 3 Long Service Awards (civilian);
- c. 10 Base Commander Commendations;
- d. 1 Golden Wrench Awards (Transportation, Electrical and Mechanical Engineering civilian and military);
- e. 1 First Level Completion Certificate; National Quality Institute (NQI) for Excellence;

- f. 1 Base Commanders Recognition for Safety;
- g. 1 Campaign Star for ROTO 10: Task Force Afghanistan; and
- h. 1 Air Commander's Commendation, OP PODIUM.

Support to Operations

- 317. Base Logistics continued to provide personnel to operations for Task Force Afghanistan – ROTO 9, 10, and 11, OP PODIUM, Fleet Operations and Forward Logistic Support (FLS). The personnel included:
 - a. Capt Kay OP PODIUM 04 Jan 10 – 31 Mar 10;
 - b. Sgt Gibson OP PODIUM 04 Jan 10 – 31 Mar 10;
 - c. PO1 McDonald OP PODIUM 04 Jan 10 – 31 Mar 10;
 - d. LS Armstrong OP PODIUM 04 Jan 10 – 31 Mar 10;
 - e. LS Lavoie TAV ROTO 9, 28 Feb 10 – 26 Apr 10;
 - f. LS Jarczewski TAV ROTO 9, Feb 10 – 26 Apr 10;
 - g. LS Clarke ROTO 9, 08 Sep 09 – 29 Nov 10;
 - h. AB Girouard ROTO 9, 08 Sep 09 – 29-Nov-10;
 - i. LS Derkson ROTO 9, 08 Sep 09 – 29 Nov 10;
 - j. Pte Hynes ROTO 9, 08 Sep 09 – 29 Nov 10;
 - k. Cpl Allan TAV –TLAV III 09 May 10 – 15 Nov 10;
 - l. Cpl Beaulieu TAV –TLAV III 09 May 10 – 15 Nov 10;
 - m. Lt(N) Chalmers FLS 16 Aug 10 – 18 Sep 10;
 - n. PO2 Chapman FLS 16 Aug 10 – 18 Oct 10;
 - o. Cpl Sergerie ROTO 10, 15 Aug 10 – 10 Dec 10;
 - p. PO1 Wist RC (South) 01 Nov 10 – 01 Nov 11;

- q. LS Boivin ROTO 11, 11 Oct 10 – 15 Apr 11; and
- r. Pte Parsons OP AMISTAD 06 Oct 10 – 21 Oct 11.

PART VIII – BASE INFORMATION SERVICES

General

317. The following senior personnel changes occurred in 2010:

- a. Lieutenant-Colonel (LCol) Michael Woolley was posted in as Base Information Services Officer (BISO) in May, replacing Commander (Cdr) Allyn Holborn who was posted to Maritime Forces Pacific / Joint Task Force Pacific (MARFAC/JTFP) J3 Operations (Engineering). The Change of Command Ceremony was held on May 27. Lcol Woolley is the fourth Commanding Officer in BIS since 2008;
- b. Ms Arlene Nash, Business Management Group Officer, in July and retired from the federal public service on November 4; and
- c. Master Warrant Officer (MWO) Norman Dubois, Technical Maintenance Officer, was deployed to Task Force Afghanistan. The billet was backfilled by Reserve Chief Petty Officer Second Class (CPO2) James Macdonald.

317. The Branch underwent a re-organization in mid-May which included the following changes at the senior management level:

- a. An Executive Officer (XO, Lieutenant-Commander (LCdr) / Major (Maj)) billet was created; and
- b. The Business Management Group Officer was renamed Business Management Officer and became a direct report to the XO instead of the BISO.

318. In 2010 the Base Information Services establishment consisted of 155 military and 135 civilian positions. Not all positions were encumbered – 113 military (7 Officers (Regular Force), 106 Non-Commissioned Members (103 Regular Force, 3 Reserve Force) and 100 civilian (including 26 casual contractors, 5 co-op students, and 2 Young Men / Young Women's Christian Association interns) personnel were on strength throughout the year. Major (Maj) Bernard Tremblay, the BIS XO, normally assumed the

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role of Acting Base Information Services Officer during the BISO's absence, with occasions when that role was assumed by Mr. Tom Robb, Systems Support Group Officer.

319. Base Information Services provided support to Canadian Forces Base (CFB) Esquimalt for the following taskings:

- a. January: Funeral for Lieutenant (Lt) Nuttall;
- b. February: Opening of the British Columbia Legislature;
- c. April: End of an Era parade;
- d. May: Battle of the Atlantic Sunday and Victoria Freedom of the City Day (part of the Naval Centennial);
- e. August: Peace Keepers Parade and the 65th anniversary of the end of WWII parade;
- f. November: Marching Contingent for the Lantzville British Columbia Remembrance Day Services; and
- g. December:

320. BIS also provided incremental tasking support to the following Canadian Forces (CF) Operations and taskings:

- a. Four military personnel to Task Force Afghanistan:
 MS J. Sklepowich , ROTO 9, 1 Apr – 22 Nov 10;
 MS J. Carter, ROTO 9, 15 Apr – 25 Nov 10;
 MS S. Preston, ROTO 9, 15 Nov 10 – 15 Jul 11; and
 MWO N. Dubois, ROTO 10, 15 Sep 10 – 30 Mar 11
- b. Nine military personnel and three civilian staff to EX Spartan Rings/Gold (26 Oct – 6 Nov 09) and OP PODIUM (13 Jan – 31 Mar) 10:
 Capt T. Booth;
 PO1 C. Lockley;
 MCpl T. Normanton;
 MCpl T. Rutschka;
 LS Y. Mathe;
 LS B. Haugh;
 LS B. Diethelm;

LS A. Sousa;
 Cpl P. Burney;
 Civ S. Norman
 Civ R. Hendrie; and
 Civ J. Reid

- c. One military person to Op Nunavut 6 – 26 Apr 2010: P02 S. Sheffar
- d. One military person to the 65th Anniversary of the Liberation of the Netherlands 29 Apr – 20 May 2010: PO2 C. Janosik

321. Base Information Services is configured in four groups: Operations, Systems Engineering, Systems Support, and Executive Services.

OPERATIONS GROUP

322. The Operations Group saw further reorganization initiatives in 2010:

- a. The Deputy Operations Officer position was redefined to that of Operations Officer (Ops O), with increased duties including that of Head of Department for Naval Communications Section (NCS) reporting directly to the BISO for operational and personnel issues;
- b. Capt Kenneth Bedley assumed the role of Ops O on 26 April in conjunction with Maj Bernard Tremblay's appointment to the Executive Officer position. Lt Robert Anderson became Ops O on 14 June, and was relieved by Lt(N) Yvona Borovichkova on 14 July; and
- c. In mid July, Lt Robert Anderson became the Security and Plans Officer under the Executive group taking with him the Maintenance Detachment Matsqui, Communications Security (COMSEC) and Information Systems Security Officer / Unit Systems Security subsections.

Naval Communications Section

323. The Naval Communications Section (NCS) provided continuous communications for information technology, the Defence Wide Area Network (DWAN), a variety of classified networks and messaging support to MARPAC/JTFP, Canadian Fleet Pacific (CANFLTPAC) and CFB Esquimalt on a 24/7 basis throughout the year. NCS also supported Joint Task Force (Games) (JTF(G)) prior to and during the 2010 Vancouver Olympic Winter Games (OP PODIUM).

324. The five watches of the Naval Radio Section (NRS) saw significant turnover of personnel during the Annual Posting Season and Maintop. Unlike 2009, the Watch Supervisor position (a CPO2 position) was filled on all watches by at least a Petty Officer First Class (PO1). Canadian Forces Tasks Plans and Operations (CFTPO) taskings to OP PODIUM, Task Force Afghanistan, and incremental taskings to the Base Auxiliary Security Force (BASF) resulted in some watches being at minimum manning for the first few months of the year.

325. Petty Officer First Class (PO1) Christopher Lockley, Leading Seaman (LS) Bryan Haugh, Corporal (Cpl) Yhan Mathé and LS Antonio Sousa of NCS deployed to Vancouver for the provision of on-site Communications Centre services for Joint Task Force (Games) and OP PODIUM in February.

326. The following members of NCS also participated in ROTOs to Afghanistan: Master Seaman (MS) Jeffery Carter, MS Gavin Flannigan, MS Kevin Leenders, LS Brett O'Dell, MS Shawn Preston, MS Ward Reid and Master Corporal (MCpl) Jared Sklepowich.

327. The NCS provided strategic communications support to the Fleet and its allies for the following major events in 2010:

Month	Event/Operation
Jan	Workups (WUPS)
Feb	OP PODIUM and Maritime Security Patrols (MARSECPAT)
Mar	OP PODIUM and MARSECPAT
Apr	OP PACIFIC GUARDIAN
May	Swiftsure International Yacht Race
Jun	International Fleet Review
	Naval Centennial Events
	South American Deployment (HMCS Algonquin / HMCS Vancouver)
	Units involved in Maritime Surface Phase IV (MARS IV) training and Portland Rose Festival visit
Jul	Rim of the Pacific (RIMPAC) multinational exercise
	MARS IV Training
	South American Deployment (HMCS Algonquin / HMCS Vancouver)
Aug	WUPS and Directed WUPS for HMCSs Protecteur, Vancouver, Regina and Winnipeg
	Maritime Coastal Defence Vessels (MCDVs) attending Seattle Sea Fair
	MARS IV Training and Search and Rescue (SAR) ZONE (HMCS Whitehorse)
	South American Deployment (HMCS Algonquin / HMCS Vancouver)

Sep	South American Deployment (HMCS Algonquin / HMCS Vancouver)
	Fleet Navigation Officer / MARSECPAT
	HMCS Winnipeg / HMCS Vancouver visit to Manzanillo
Oct	Task Group Exercise (TGEX) / Missile Exercise (MISSILEX)
	MARSECPAT
Nov	Submarine Search and Rescue Exercise (SMASHEX)
	Fleet Sailing Without Air Detachment (SWOAD) Training
	WUPS (HMCS Brandon) and MARSECPAT
Dec	Nil

Network Operations Centre

328. The Network Operations Centre (NOC) is a 24/7 single point of contact for information technology (IT) and commercial satellite (INMARSAT) communications related services and problem reporting for ships at sea. All requests for service, tech support, trouble tickets and general assistance or advice with troubleshooting went through the on-watch NOC Operator. During the year 2010, the NOC generated 112 trouble tickets via BMC Remedy and received 550 calls from ships requesting assistance.

Communications Centre (COMCEN)

329. The Automated Defence Data Network (ADDN) (COMCEN) continued its mandate to support the Formation and other British Columbia units with efficient message delivery services, handling 145,815 messages in 2010. The NCS Operations Chief handled all aspects of ADDN operations with the exception of maintaining the shift schedule, leave, and pay for COMCEN personnel (these were handled by members of the Executive Services Service Management Section). The integration of the Canadian Military Messaging System (CMMS) appears to be cancelled; however, it is hoped that a fully funded project will be stood up in the near future.

330. MARLANT N63-2 developed a Naval Messaging application which is expected to standardize the method of message delivery on both coasts when it is implemented in 2011.

SYSTEMS ENGINEERING GROUP

331. The Systems Engineering Group (SEG) is responsible for implementing new Information Technology capability in the Formation. Mr. Ken Nicholson continued as the Systems Engineering Group Officer in 2010.

332. The Systems Engineering Group, consisting of four functionally organized sections (Business Analysis, Configuration Management, Project Management, Systems Development), continued to provide a high level of support to a large client base of over 5,000 personnel in the MARPAC region. A fifth section (Solution Design Management) proposed for SEG in 2009 was not established this year due to funding constraints. The solution design management function is now spread across the System Support Group shops as well as in the Business Analysis and Project Management Sections in SEG.

333. The Systems Engineering Group supported numerous domestic and foreign exercises as well as operations, and assisted with the implementation of national projects and initiatives as directed by the Assistant Deputy Minister Information Management Group (ADM(IM)). Internally, we continued aligning our work processes with the Information Technology Infrastructure Library version 3 (ITIL v3) best practices framework, with much of this year's effort focused on the Enterprise IT Service Management (EITSM) project which is expected to deliver a national IT Service Catalogue and an ITIL-compliant application for managing trouble tickets, service requests and IT assets in 2011.

Business Analysis

334. The Business Analysis Section is responsible for assisting Formation clients in developing and documenting their requirements for new or enhanced IT services and for conducting options analysis studies to identify best value solutions.

335. Ms. Claudia Iwanowsky continued to as the Business Analysis Officer (BAO / civilian CS03). In August, the BAO position was double-hatted to include the Business Management Officer responsibilities. The combined position was renamed Service Management Officer and reported directly to the XO. The Business Analysts continued to report to the Service Management Officer for the rest of 2010 with no significant changes to their taskings and objectives.

336. Section accomplishments included requirements documentation and analysis work for the following projects undertaken in 2010:

CLIENT	PROJECT	STATUS (at Dec 31 2010)
Base Information Services (BIS)	BIS1000052 – Monitor_MASS requirements	Closed – application change requirements no longer needed.
CANFLTPAC	BIS1000075 – Route Survey IT Equipment	Closed at client's request.
MARPAC HQ	BIS1000096 – EAP library catalogue	Analysis complete.

Canadian Fleet Pacific	BIS1000129 – SNC Lavalin connectivity at B Jetty	Closed at client's request.
Base Administration (BADM)	BIS1000214 – Electronic psychological testing	Analysis complete.
CF Health Services Centre (Pacific)	BIS1000224 – Medical Transcription Software	Project on hold pending client review of Requirements Document.
MARPAC HQ	BIS1000226 – Landline connection to Jim Creek	Analysis complete.
Canadian Scottish Regiment	BIS1000380 – Networking of photocopier in Orderly Room	Analysis complete.
CF Health Services Centre (Pacific)	BIS1000381 – Pharmaceutical compendium	Analysis complete.
4 Canadian Rangers Patrol Group	BIS1000404 – Cellphone coverage at Albert Head	Project has been rolled up into a larger initiative reviewing cellphone coverage at all remote locations within CFB Esquimalt. Lead shop is SEG Configuration Management.
BADM Personnel Support Programs	BIS1000416 – Automated Response System	Analysis complete.
Base Commander	BIS1000455 – Bcomd Office of Strategy and Performance Management	Closed at client's request.
Acoustic Data Analysis Centre (Pacific)	BIS1000504 –Route Survey Move	Requirements documentation complete. Project was transferred to the SEG Project Management section.
Base Commander	BIS1000517 – Bcomd Video Conference Capability	Requirements captured. Options analysis in progress.
Base Information Services	BIS1000580 – Automated code testing tool	Requirements captured. Waiting for decision on way ahead.
MARPAC HQ	BIS1000613 - Hard Drive Overwrite Solution	Analysis complete.
Naval Officer Training Centre	BIS1000664 – Purchase and installation of courseware software	Analysis complete.

Base Logistics	BIS1000666 – Electronic Signature Pad and Camera	Analysis complete.
Base Construction Engineering	BIS1000697 – Bluetooth Capable Land Line Phone	Analysis complete.
Base Information Services	BIS1000732 –Current Space Allocation	Data collection phase close to completion. Analysis not yet started.
Fleet Diving Unit (Pacific)	BIS1000734 - Public Address System	Analysis complete.
Formation Environment	BIS1000797 –Contaminated Sites Database	Requirements documentation complete. Project on hold pending decision from client on whether to proceed with project.

337. In July, the Business Analysts (BA) took on the new task of triaging Normal Service Requests (NSRs) to confirm that they contained all information required for BIS senior management decision-making. When necessary, the Analyst made inquiries to obtain missing information. This work consumed on average 25% of the BA Section's time. The process underwent regular review and adjustment as the year progressed.

Configuration Management

338. The Configuration Management Section is primarily responsible for Information Technology Configuration and Change Management activities through the Request For Change (RFC) process. The Section is also responsible for the implementation of new Information Technology Infrastructure Library (ITIL) processes, Cable Plant Management, Technical COMSEC Inspections (TCI) and the maintenance of the Approved Information Technology Products List. The Change and Configuration Management Officer continues to be Mr. Al Thomson.

339. The following projects and initiatives were undertaken and/or completed:

- a. As the owner and end-user of the Configuration Management Database (CMDB), the Configuration Management Section continued to refine and work with the automated Request for Change application. Working together with the BIS Systems Development Section, there were several incremental upgrades to the CMDB to further improve the efficiency and effectiveness of the Service Request and Fulfillment portion of the system.
- b. A 5 phase project called Enterprise Information Technology Service Management (EITSM) was stood up in Ottawa to implement a best-of-

breed application called Assyst in all of DND for the DWAN and CSNI. Assyst will be the next generation CMDB for DND/CF and include the functions for incident handling, configuration maintenance, asset management, request fulfillment, and many more ITIL functions. CFB Esquimalt was chosen to be the initial pilot site for the system. Mr. Neil Greig of the Configuration Management Section is an OPI within BIS on the planning, structure, and implementation of the system for the Navy and ultimately for the DND/CF.

- c. The Cable Plant Manager, WO Brian Stewart, was the lead person in the hiring process for 3 separate student work terms throughout the year. He and his team were key contributors in the installation or upgrades to the cabling infrastructure in buildings D100 Maritime Security Operations Centre (MSOC) area, Formation Mental Health Facility, N92A Consolidated Secret Network Infrastructure (CSNI) classroom upgrade, D260 classroom and CSNI upgrade, D38, D8 DWAN cabling upgrade, and multiple upgrades to building D250, rebuilt the entire Main Distribution Frame in Rocky Point, and designed the Forward Operational Base at Rocky Point for the Junior Leadership Course. Significant design and support has been given to the Halifax Class Modernization / Frigate Life Extension (HCM/FELEX) Project. The section is integral to the design, installation and maintenance of cabling infrastructure in the Formation. All changes to cable and rack systems are recorded and updated on system drawings using student draftsmen.
- d. Performed reviews for quality assurance and proper processing purposes on all Requests for Change initiated in the Formation to ensure completion / implementation status;
- e. Performed 114 Technical COMSEC Inspections throughout the Formation using 1 primary staff member and 2 persons as a secondary task.
- f. Processed approximately 623 Normal Service Requests and 263 local and national RFCs using 2 clerks and 1 Sgt as primary tasks and 1 CS02 as a secondary task.

Project Management

340. The Project Management Section is responsible for providing Information Technology Project Management services to Inter-Departmental, Departmental, Pan-Naval, Formation and Unit projects. Mr. Dave Awalt remained the substantive Project Management Officer for the entire year of 2010. However, due to Mr. Awalt's acting

assignment as the Joint Task Force Pacific Deputy J6, Mr. John Lindsay acted as Project Management Officer from January to end March. Mr. Awalt returned as Project Management Officer from April to end December.

341. The following Information Management / Information Technology (IM/IT) projects were completed in 2010.

- a. BIS080042 BIS Client Services Re-Org;
- b. BIS070071 Naden Bldg N60 SWS Upgrade;
- c. BIS100039 CBSA MSOC Upgrade;
- d. BIS100048 HMCS REGINA shore office;
- e. BIS070091 BIS COMSEC Realignment;
- f. BIS100220 FMF D141 demolition;
- g. MARPAC0900 EMSEC Inspectable Space;
- h. BIS080053 MSOC IOC;
- i. BIS070013 VENUS and NEPTUNE backhaul;
- j. BIS100296 CFFSE ORO Stand Alone Net;
- k. BIS070078 DLP Comms Upgrade;
- l. BIS090277 Tanberg VTC;
- m. BIS100267 JAGNet installation;
- n. BIS090040 COP over CFE;
- o. BIS080040 192 AEF new building;
- p. BIS080081 CANMARNET;
- q. BIS080006 New HAZMAT building;
- r. BIS100400 RIMPAC Sub Net Relay;
- s. BIS070070 Bldg D49 Upgrades;

- t. BIS090223 OP PODIUM MCC CIS;
- u. BIS080076 OP PODIUM E Div install;
- v. BIS060004 OP PODIUM – HMCS DISCOVERY Alt HQ;
- w. BIS080061 NRS Stratos T1 install;
- x. BIS100266 Bldg D250 Network drops;
- y. BIS090296 CFFSE Bldg N92A classroom upgrade;
- z. BIS100757 HMCS NANAIMO CSNI install;
- aa. BIS100259 JPSU Bldg N34;
- bb. BIS100691 Health Canada ISP change;
- cc. BIS090658 RIMPAC C4I Requirements;
- dd. BIS090370 HMCS VANCOUVER move to ship;
- ee. BIS100111 Bldg D250 VTC;
- ff. BIS090128 CCTV install for Naval Boarding Party;
- gg. BIS090063 HMCS OTTAWA shore office;
- hh. BIS100203 GPCN – AH for RCSU(P);
- ii. BIS100055 GPCN – WP for VENTURE;
- jj. BIS100174 GPCN – JPSU; and
- kk. BIS100342 – GPCN – QAR.

Systems Development

342. The Systems Development (SD) Section is responsible for the development and maintenance of custom software and the administration of relational databases. In 2010, SD continued to focus on web software development (70%), database administration (15%) and specialized support (15%). Mr. François Villeneuve continued as the Systems Development Officer. The section averaged seven staff members. SD finished the year with one staff vacancy.

343. Systems Development produced 63 software updates in 2010 continuing with an agile inspired software development methodology. The section maintained over 50 custom applications. It remained challenging to progress new projects because of all the maintenance that was required for existing systems.

344. The amount of staff work required to meet DND Certification and Accreditation processes has considerably increased and is now at over 35 original pages of original documentations for each custom application. This required 30-40 hours of staff work for all major software releases.

345. Updates common to most of SD's applications were for providing ships and DND organization outside Esquimalt full functionality and to anticipate having to deploy the application on networks other than DWAN. For the ships the challenges were around providing seamless authentications. For other network support the challenges were around customizable security headers/footers and appropriate data classification choices.

346. Major upgrades included the delivery of version 2.0 of the Canadian Forces Dive Information Tracking System (CFDITS). CFDITS now support all CF dive operations and separates the various dive teams into their respective command. Supported also in this release were joint diver teams operations and automated diver information updates from a DND corporate directory (Active Directory). For a release of this scope problems and requests for enhancements were surprisingly few after launch.

347. A new Ammunition Tracking system which helps with training ammunition inventories and ensuring various ships perform required training expenditures was introduced. 178 different types of training ammunition are now tracked and 1459 transaction were recorded in 2010.

348. Major upgrades included version 2.0 of Cable Record 2.0 which was partially transformed into a web application so that Canadian Forces Joint Signals Regiment (Wing TIS Winnipeg, CFJSR) could gain visibility into CFB Esquimalt records so they could be reconciled with CFJSR cable plant records in anticipation of major copper wiring plant infrastructure upgrades (\$700K).

349. Custom Application maintenance included keeping up the visual appearance of the web applications with the Government of Canada (GOC) web standards. Maintenance also included revalidating code against newly discovered exploitable techniques a malicious person may try to employ to either corrupt, disrupt, access or even disable a system. This is called Source Code Analysis and was much less onerous in 2010 with most our applications having now been fully protected. The issue remained, that in the context of increasingly connected computer systems, the possibility is that one exploited system could lead to a cascade effect of other systems being exploited by a malicious person or group gaining a foothold in any system.

350. The mature but key Telecommunication Management Information System (TMIS) saw little improvements this year with minor billing updates to deal with Harmonized Sales Tax (HST) and changes with the telecommunication carrier data formats. The system continues to track over 8000 lines and circuits (4554 phones, 2001 wireless devices, 1814 other).

351. The Automated Forms application, which is used to expedite common requests, continued to see rapid updates to better support approval of requests. There were 9200 requests passed through this system in 2010. Key improvements to the system were for improving the approving, routing and restricting the originator of specialized requests. Also new, was enhanced support for recording and linking with external systems.

352. The Activity Tracking application really took a leap forward with much enhanced attachment management (mini document management system), separation of the viewing and editing functions, terminology tweaks and enhanced email subscription management. Activities are a euphemism for projects, task, services request or initiatives. There were 700 active activities (600 in 2009) and 514 users were getting automated email updates on tracked activities in December 2010. 1400 distinct activities were edited at least once in 2010.

353. The Parking Control System proved eventful with an opinion received that driver license numbers are a Protected B piece of information despite previous assessments returning a Protected A designation. This was a first time for Systems Development (SD) where an assessment was changed like this and the SD scrambled to remove this information from the system. This rushed change caused unforeseen problems with duplicates. Informally many other experienced people were consulted and the majority of experienced people did not concur with the Protected B assessment. There seems to have been no way to really deal with this other than getting rid of a data element that was the cornerstone for driver identification. This incident also was deplorable because it served as an example to help justify ever more cumbersome requirements for detailed system documentations read only by a handful of people.

354. The MARPAC Information Technology Asset Management System (MIAMS) was updated to better support Supply Customer Accounts and NATO Stock Numbers in anticipation of significant changes in 2011 to improve on materiel attestation. The system remained excellent at tracking assets, establishing loans, keeping track of transfers and so on. As of December 31 there were 40,000 assets tracked in MIAMS.

355. The Medical Limitation Registry system update was released for actual use in 2010. The email functions are now reliable and other minor improvements allowing the sender to customize individual messages were added.

356. The In-Out routine system is completed and awaiting the final trials results before a launch.

357. The technical inspection management system development is still progressing.
358. Maintenance System for Diving Equipment (MSDE) saw some updates to keep with technological changes and to provide more accountability in automatically recording the technicians' names and to improving auditing in general.
359. The email send function was used 45,000 times in 2010. It saw some update to further enhance its reliability much further than what is expected from a straight SMTP gateway by allowing the client applications to validate sender and recipient addresses. If each email automated this way represented about two minutes of someone not having to address an email and enter some basic text, then the automation of various email notification represented for this Formation 1500 hours of saving in non-value-added work.
360. The Base Accommodation application was updated upon the direction of a new management supervisor. Some changes had to be undone because the staff was no longer able to perform their work. The supervisor was also looking into COTS products as a replacement to the custom built system in use for the last decade vice doing a cost comparison of an update of the current system against the cost of a new one. Given what was going on, the System Development Officer stopped further work on this application until it could be established that new work wasn't going to be for nothing. In October, another new supervisor was appointed to lead the Accommodation group. SD had a meeting with her; a meeting that included people who had managed the accommodation section from the previous decade. Afterwards the Accommodation Management Supervisor re-established a commitment to the custom applications and a new set of features will now be delivered in early 2011. This was a disconcerting example of what a lack of historical knowledge can lead to. This was not the only example in 2010 but an easy one to document and one with a relatively happy ending.
361. The Configuration Management System consists of two parts: a Normal Service Requests handler and a software media library record keeping system. The Normal Service Request component was the application used to figure out all the idiosyncrasies of providing services to the ships and this was very challenging. The lessons learned with this application were valuable when making similar adjustment to other applications. The media library system was unchanged.
362. DND traditional messaging functions, and all uppercase messages, continue to be supported through the hosting of the MCOIN Messaging application and the custom built AMPS application to forward messages into the recipient Outlook email system. The only enhancement was to do with enhancing further the detection of "dirty" words in messages by providing support for phrases, two or more words separated by a space, and providing additional detail on what is being flagged as a potential problem. Message volume (extrapolated from the last 6 months) is roughly 150,000 messages annually with

110,000 going to people (~300 / day) and 40,000 going directly to automated systems. Outgoing messages drafted and released by the people of the Formation was roughly 16,000 messages.

363. SD continued as the provider of web server services to the Formation. Running the web hosting services was without major incidents or improvements in 2010. The Formation web content management tool dates back to 2003 (Microsoft FrontPage) and where we were once leader in the department, it definitely feels like we have significantly fallen behind in what commercially is currently being done today to provide content management tools for the local content publishers.

364. SD continued to provide hosting and installation services for some Commercial Off-the-Shelf software (COTS). This continued to be a confusing area of support as many other sections are typically involved with this and everyone's exact roles were not always well defined. The experience needed to steer these project smoothly was at times missing. SD's role was supposed to be as Database Administrator (DBA) but SD often had to exceed this role and help install and configure COTS packages. The main activities were Primavera in support of FELEX, SQL backend for a heating/ventilation/air conditioning (HVAC) control system, BEAMEX-CMX and Archibus.

365. SD worked closely with others to setup a trial of the Archibus client/server software bundle. Archibus is a software application for real estate, facility and infrastructure management. After initial setup of the system, lessons learned were recorded to help with future implementation in the upcoming 2011 year.

SYSTEMS SUPPORT GROUP

366. Systems Support Group (SSG) is managed by Mr. T.K. Robb and is responsible for the in-service support of the Formation's network and communications infrastructure.

367. The Group consists of seven functionally organized Sections which provide a high level of support to a large client base of over 5,000 personnel in the MARPAC region. Support to exercises and operations, particularly related to Naval Centennial, dominated the year. SSG continued to assist with the implementation of national projects and initiatives directed from Ottawa by the Information Management (IM) Group.

Network Services

368. Mr. Brian Dunstan continued as the Network Services Officer, with Mr. Dan Spurgeon acting as the second-in-charge. Staffing levels fluctuated throughout the year. As of 31 December, Network Services consisted of one CS03 and seven CS02s and one CS01.

369. Network Services (NS) provides support for all network related services for the Formation on classified and unclassified networks. This includes services to shore systems as well as shipboard systems. A central data centre provides a majority of services, while local servers installed at nine remote sites provide improved response times to applications for users at the sites.

370. Significant events involving Network Services this year include:

- a. Support was provided for local systems as well as nationally implemented systems for Operation Podium in support of the Olympics 2010 being held in Vancouver, BC. Support included ensuring high availability of systems, creation of IPWar accounts, chat rooms, and special account management;
- b. Domino and Sametime on MCOIN were upgraded to version 8.0.2 ashore. Prior to the 2010 Winter Olympics in Vancouver, ITSessions and IMTegrity were upgraded to version 2.5b and 3 respectively. This provided a more stable Chat Room presence and Sametime archive capability for the operation and future requirements;
- c. Network Services provided consultation to DIMEI to assist with interoperability issues between the DIMEI and MARPAC IPWAR
- d. implementations during Operation Cadence. Network Services has been providing the collaboration services used nationally and the intent is to transition this to a nationally supported service. This transition is still in progress;
- e. Network Services continued to support the Global Counter-terrorism Task Force (GCTF) networks including CENTIXS Four Eyes (CFE), Cooperative Maritime Forces Pacific (CMFP) and Combined Naval Forces CENTCOM (CNFC) both ashore and on board our ships. The CMFP network was virtualized as a Windows 2003 Active Directory domain on Dell 2950's, 2970's, and HP DL380's. Included in this upgrade were functional DNS, DHCP, SEPM, WSUS, Domino, and Hobbit monitoring services. This has improved our ability to maintain up-to-date security patches and antivirus files improving the overall security posture ashore and afloat. The CNFC server was virtualized as a Windows 2003 Active Directory domain on a smaller scale to allow deployment afloat on an as required basis;
- f. Support was provided for HMCS ALGONQUIN and HMCS CALGARY, for Trident Warrior 2010 and RIMPAC 2010. Major tasks were undertaken by both BIS and FMF to upgrade the CMFP infrastructure afloat. Services temporarily stood up and supported by BIS on CMFP for these exercises included GCCS-M, C2PC, and XCOP;

- g. The national SecLAN project redefined the scope of their project due to a lack of funding. It was decided that the scope would have to be reduced to include only the CSNI network. HMCS WINNIPEG and HMCS VANCOUVER received the original full configuration while all remaining ships received a modified implementation. The SecLAN project integrates the ships into the national DND domain and is expected to provide more consistent services between ship and shore based users;
- h. SNOS ShipLAN was installed on all remaining ships. Network Services provided significant involvement during the SNOS installations to troubleshoot issues and worked with NETE and national system support staff to resolve.
 Developed a system modification as requested by ship staff to enable workstations to display time as Pacific Standard Time instead of the provided Zulu time zone;
- i. File Catalyst was implemented on all ships as a way of transferring large files between ships and shore. This commercial product replaced the previous custom Large File Transfer application in order to reduce application support costs.
- j. Provided ongoing second line support for ShipLAN systems post implementation and coordinated work involving other sections of Base Information Services and the Naval Engineering and Test Establishment staff as required. Continued to work on establishing better processes for dealing with national ShipLAN support issues;
- k. The majority of software distribution has been successfully moved to SMS vice the DSB back-end. This has proven to greatly reduce the incidence of software installs requiring desk-side intervention. In preparation for Windows 7 and Windows Server 2008, SCCM 2007 has been trialled within BIS. This is in preparation for the nationwide replacement of SMS;
- l. There was a national direction to upgrade antivirus software on all servers and workstations to Symantec Endpoint Protection version 11. This was implemented on all classified networks and GPNet;
- m. Continued to support the GPNet network providing internet access to other government departments as well as the internet;
- n. Continued to provide support and updates for the CANMARNET network which provides unclassified GCCS 4.x Common Operating Picture, Google Earth, and Lloyds ship registry on the network;

- o. Formation Coding Environment was renamed to Software Development Environment (SDE) to better reflect its purpose. The SDE architecture was finalized and the network was determined to be treated as a production network with processes and documentation being developed to provide a similar level of support as on the Designated Network. Most of the server hardware was life cycled and replaced using Hewlett Packard blade servers to conserve physical space;
- p. A Formation Test Environment (FTE) was implemented based on Hewlett Packard blade servers and VMWare. This minimizes physical space, power and cooling requirements and is easily expandable to accommodate new requirements. This test environment allows for testing of new applications in a non production setting providing a minimum level of risk and client service interruption when services are moved to the production networks;
- q. Continued to develop and improve disaster recovery processes to take advantage of newer capabilities available with Vmware and blade servers to reduce the time to recover from a loss of service. These tools are still being evaluated and recovery processes documented;
- r. Direction was received from national authorities to change all backup services to a common product from EMC Networker. Design and implementation strategy was started with implementation to be done in 2011;
- s. Redesign and hardware life cycle of the Canadian Eyes Only network. The new design included the use of VMW are to reduce the physical hardware footprint and improve disaster recovery ability;
- t. Work continued on migrating servers from the local MARPACSECURE domain to the national DND domain. This will be continued into 2011;
- u. Provided support for new client application requirements and upgrades including Simply Accounting, InFlow, Rules Master Pro, Primavera for FELEX users and the Vanderweil Facility Advisor;
- v. Network Services provided support to local RDIMS administrators to help identify and resolve issues when updates were released to clients via System Management Server and problems were encountered;
- w. Redesign and hardware life cycle of the Base Construction Utility Network. The new design included the use of VMWare to reduce the physical hardware footprint and improve disaster recovery ability;

- x. A significant effort was required to support a major construction project in our primary data centre. All services had to be maintained while work was done to install new air conditioning, rewire electrical circuits and add a raised floor;
- y. Continued to work with national administrators to maintain nationally provided and supported systems; and
- z. Local JDLAN systems were retired and are waiting to be replaced with standard nationally approved TLAN systems.

Network Communications

371. The Network Communications (NC) Section is responsible for the design, testing, engineering, installation, and maintenance of secure and non-secure data internetworks as well as telephone switches, voicemail, and automated call distribution services. Network Communications is organized into four subsections:

- a. NC Unclassified (NC-U). NC-U provides support to the MARPACMAN, Internet gateway routers, GPNet, firewalls, bandwidth managers, and content caching engines;
- b. NC Secure (NC-S). NC-S provides support for all Formation classified networks including ADDN, CSNI/MCOIN, CFE, GCTF, CNFC and CMFP;
- c. Network Engineering (NE). NE provides network design/engineering services related to projects; and
- d. Telephone Services (TS). TS is responsible for programming adds, moves and deletes to the eleven Private Box Exchanges, voicemail, and connectivity of all DND phones throughout the region. TS also maintains the local Canadian Defence Red Switch Network (CDRSN).

372. Mr. Michael Mantel was the Network Communications Officer during the reporting period, with Sergeant Randy Kopetsch as the second-in-charge. The following are the main accomplishments of Network Communications in 2010:

- a. MARPACMAN Switch upgrade: the continued upgrade of 10/100Mbps network switches to 100/1000 Mbps switches with Power-over-Ethernet (PoE) capability and compatibility with the Cisco IOS. 92 buildings were upgraded in the Dockyard, Naden and Signal Hill areas, with 11 remaining. Colwood and Workpoint areas are next to be upgraded in 2011;

- b. Fusion-Ion Network Survey: working in association with DS and CE, NC pers performed surveys and provided internetworking advice to enable the connectivity of power monitoring devices on the base;
- c. Wireless Internet Services for the Wardroom and C&PO Messes: After the installation of extra antenna sites and reconfiguration of the Cisco Access Manager, users reported the wireless connectivity problems that had previously prevented delivery of services were rectified;
- d. Hewlett-Packard Network Node Manager I (NNMi) Implementation: - due to the requirement of a replacement for the end-of-life Peregrine Network Discovery (PND) Tool, HP's NNMi software was trialed and implemented, enabling the monitoring of the network devices for GPNET. The HP NNMi will be installed on MARPACMAN and secure networks in 2011;
- e. Virtual Routing and Forwarding (VRF) initiative: approval granted to test and implement VRF protocol in CFB Esquimalt, allowing multiple networks to operate simultaneously in one device. This will also greatly assist in reducing the number of fibre data paths connecting buildings on the base;
- f. EX Trident Warrior 10: Network Engineering provided support for CANFLTPAC ships during the Rapidly Reconfigurable Line-oriented Evaluation (RRLOE) phase and during the actual exercise;
- g. Support to Joint Task Force Games (JTF(G)): Provided CSNI, CFE, TDL and CDRSN to JTF(G) personnel for OP PODIUM. NC-Secure and TS personnel were attached to JSR to support above networks and to assist JSR personnel as required (January 2010);
- h. SubIP Project - NC worked with BIS PM, FMF and DMSS 8 to assess requirements and deliver quotes to BLOG for purchasing of necessary equipment, including patch panels, networking devices and crypto. SubIP capability is expected to be in place in mid-2011;
- i. TACLANE Supersession Project: National wide change in Key Material for CSNI, CFE, CNFC and CMFP TACLANES. Involved the installation of parallel links to minimize effects to customer during transition. Trouble shooting with TCF DIMITIPS and re-key of Esquimalt supported TACLANES during migration of CFB Esquimalt Sites;

- j. T1 Link to Hawaii Faults: Continued issues addressed after GDNS migration from TSRP. Techs worked with TELCOS in Canada and USA, US Military contacts in continued attempts to resolve changing faults for CSNI, GCTF, CFE and FCC100 links. Techs sent twice to site to correct an ever changing fault;
- k. GEM station Upgrades NAVIS: Upgrade of software and equipment for GEM stations for CNSI, CFE and CMFP supporting NAVIS west Coast fleet TACLANES at CFB Esquimalt;
- l. Password Configuration Security Changes: Improved password protection and limited access for emergency operations to NOC personnel in support of CSNI network for CFB Esquimalt;
- m. Cryptographic Modernisation Project (CMP): National Project to upgrade crypto equipment to KIV-7M and KG175B/D. Assisted DIMITPS teams with inventories, locations, configurations and design of data center D199 before installation upgrades. Technical assistance with the installation of test installations on Ops floor and Datacenter;
- n. Subnet Relay Project: Installed crypto, modems and assisted install team from Halifax for testing and eventual operational use of Comms link to Fleet for RIMPAC 2010;
- o. Support for Naval Centennial – Fleet Review: TS personnel enabled the delivery of telephone services to visiting NATO ships;
- p. CFMETR cutover from Wellington and Parksville trunks to strictly Parksville trunks;
- q. PBX Switch Upgrades/Changes: Workpoint switch change from Option 61 to Option 11, Dockyard switch software upgraded from CS1000 4.5 to 5.0, Overlay software for the switches upgraded from OTM to TM 4.0; and
- r. Expansion of the Canadian Red Switch Network (CDRSN) as per the following:
 - i. CFB Winnipeg and NDHQ Ottawa to JTF(G) sites for OP PODIUM and Ex SPARTAN RINGS. Included several Technical Assist Visits (TAV) to ISU Richmond under DIMITPS Directive# DT349065 and HMCS Discovery under DIMITPS Directive# DT438225 in Vancouver, BC;

- ii. CFB Esquimalt Red DSS-2A switch to the Base Information Services (BIS) Network Operations Centre (NOC) in building D199 at CFB Esquimalt under DIMTPS Directive# DT438039);
- iii. CFB Esquimalt Red DSS-2A switch to multiple sites in Ontario (ISU HQ Barrie – DIMTPS Directive# DT349238, IFT Pearson – DIMTPS Directive# DT349394, HV Huntsville – DIMTPS Directive# DT349393 and DTAF Toronto – DIMTPS Directive# DT349376) for both the G8/G20 summits as part of for OP CADENCE;
- iv. Upgrade of three CDRSN circuits and the associated cryptographic equipment at CFB Esquimalt as part of the Cryptographic Modernization Project. Provided assistance to the CMP installation team. DIMTPS Directive# DT340071 – CDRSN 56K CFB Esquimalt to CF ICC CFS Leitrim, CDRSN 56K CFB Esquimalt to JTFW CFB Edmonton, and CDRSN 56K CFB Esquimalt to JTFN HQ Yellowknife; and
- v. CFB Esquimalt Red DSS-2A switch to JTFW at CFB Edmonton under DIMTPS Directive# DT447155-2 and JTFN HQ Yellowknife under DIMTPS Directive# DT447156.

Desktop Support

373. Desktop Support (DS) is a major component of Information Technology Coordination and provides a variety of desktop services to Formation personnel including hardware and software upgrades, printer management, hardware procurement, and troubleshooting. Mr. Patrick Campbell is the Desktop Support Officer.

374. Desktop Support is divided into four subsections; DS-Naden, DS-Dockyard, DS-Secure, and DS-Canadian Fleet Pacific Headquarters. The main accomplishments of Desktop Support were:

- a. Developed and implemented a consolidated IT service delivery model;
- b. Formation Repair and Replace of XP O/S and Microsoft 2003 Office Suite workstations/laptops;
- c. Delivered IT and clerical support staff to seven distinct Base Branches (BComd, BCompt, BAdm, BCE, BLog, POESB, BIS, and now CFP. Satellite offices at DS-Naden (N30) and DS-Dockyard (Building 199), provide IT services to a wide geographical area including, Dockyard, Naden, Work Point, Pat Bay, Colwood, Albert Head, Rocky Point, Nanoose, Nanaimo, Aldergrove, and Matsqui;

- d. Provided first-line technical workstation/application support for CNET/DNET networks utilized by Base Branches within the Formation;
- e. Provided first and second-line technical support for CNET and DWAN networks on HMC Ships;
- f. Provided first and second-line support for special NRS (Naval Radio Section) systems;
- g. Developed and implemented a plan for the NRS power upgrade;
- h. Provided on call duty tech services for the Network Operations Centre;
- i. Procured IT equipment, printers and peripherals for Base Branches;
- j. Maintained printing and imaging requirement standards for Base Branches;
- k. Assumed Formation IT lifecycle planning, procurement and distribution duties from the Configuration Management section (BIS/SEG);
- l. Continued support with O/S Ghost imaging for RVD rollouts and new generation laptops and workstations;
- m. Completed roll-outs of Archibus, AxisTV, Evantide, IE7 and POS Upgrade;
- n. Reconfigured entire CE Utility Network and Power Measurement System;
- o. Completed migration from Site Manager to SMS;
- p. Completed SMS Upgrade to Microsoft SCCM;
- q. Completed RDIMS roll-out and continue to provide RDIMS maintenance;
- r. Completed ShipLAN SNOS roll-out to HMCS CALGARY, VANCOUVER, OTTAWA, PROTECTEUR, ALGONQUIN, REGINA, and WINNIPEG;
- s. Completed Trident Warrior mission fit for HMCS CALGARY, ALGONQUIN and PROTECTEUR;
- t. Completed SecLAN and Virtual CSNI upgrade from Windows 2000 to Windows 2003 (workstations needed to be reloaded);

- u. Developed CMFP load and End of Life for CFE;
- v. Provided wireless network setup and support for the Naval Centennial kiosk (Downtown Victoria);
- w. Provided ITC workstation support to non-rationalized units: Cadets and Reserves; and
- x. Provided MS Access application support.

Radio Maintenance

375. Petty Officer Second Class Rose Barnett was the Section Supervisor until July whereupon she was relieved by Petty Officer Second Class Steve Arnot. The Radio Maintenance (RM) Section remained responsible for shore-based radio support, installation and troubleshooting of the Harbour Surveillance system, Public Address systems for military and civilian functions, technical support for the Network Operations Centre and the Operations Group. The Radio Maintenance Section gained a number of additional personnel and completed a number of high priority tasks and was able to complete multiple tasks that had been placed on hold as a result of Radio Maintenance being understaffed.

376. Some significant events were:

- a. Building PA Systems: A substantial amount of resources were devoted to the maintenance and expansion of PA systems throughout the base. In addition to investigating faults in CFAD Rocky Point and FMF Shop 250 PA systems, a major expansion of Building 575's PA system was completed and a number of faults were investigated and repaired in the PA system at FDU. Projects were started for the expansion of PA Systems at CFAD Rocky Point, CFMETR, and FDU;
- b. Public Address Set-Ups: Public Address systems were provided to support many functions such as Canadian Naval Centennial Freedom of the City Parade and Homecoming Statue unveiling, International Fleet Review Parade and Sports Day, Base and Formation Change of Command Parades, Candlelight Vigil, Family Fun Day, Battle of Atlantic, Coast Salish Canoe Naming ceremony, Remembrance Day, 65th anniversary of WWII ceremony, the Peace Keeping Memorial, and the Formation GCWCC kick-off party;
- c. Air/Ground/Air Support: Support was provided to the Air Ground Air section, including major fault corrections and general maintenance. The Radio Maintenance shop supported the site visit by DMITPS personnel to address issues with phone patch capabilities;

- d. Completed the installation of VHF radios at QHM and FDU as part of the GMDSS project;
- e. Provision of technical services to the Naval Operation Centre;
- f. Supporting the Defence Crypto Modernization Project team during the installation and testing of the NRS test circuits;
- g. Installation of SATSEVOX circuit in BWOC for OP PODIUM; and
- h. Installation of shore components used for Sub-net Relay trial.

Line Section

377. The Line Section was responsible for the maintenance of the outdoor cable plant within Maritime Forces Pacific/Joint Task Forces Pacific. This included all additions, replacements, or removals of copper or fibre optic cables, as well as the repair of cable faults. The Line Construction Foreman was Sergeant Chris Jenkins, who was in charge of the two Line Crews. The Line Section was comprised of one or two Line Crews (depending on manning levels) that performed site surveys in order to locate and identify buried cables prior to Base Construction Engineering excavation work. They installed equipment for communication closets and maintained an inspection and maintenance schedule on all components of the cable plant.

378. The Line Section also comprises an Inside Cable Crew (ICC), with MCpl Andr  e Thibodeau supervising two to four personnel within this sub-section. ICC was responsible for all cabling inside buildings, which can include new drops for telephone and/or data services.

379. Some significant events were:

- a. Deploying to Maintenance Detachment Matsqui and NRS Aldergrove to complete first level and limited second level maintenance on the Transmit and Receive site;
- b. Installation of copper and fibre cables to the Mobile RCMP Command Post for the arrival of the Vessel of Interest;
- c. Processing in excess of 250 dig requests by locating buried cable in proposed areas;
- d. Completion of 150 Remedy Trouble Tickets for moves, adds, changes, and repairs to all CFB Esquimalt telecommunication cable plant infrastructure;

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- e. Repair to copper splices and bldg terminal equipment compromised by moisture to restore mission critical services; and
- f. Completing numerous cable installations throughout Canadian Forces Base Esquimalt and its Lodger sites. Examples include fibre and copper outside plant feeds to the new Mental Health Services Facility bldg N143, installation of new copper and fibre to Hazmat Facility bldg SH 597.

Client Services

380. The Client Services (CS) Section continued to function as the principal point of contact between the Base Information Services Branch and its clients. Client Services liaised with client users in directly supported or IT-rationalized units, with Information Technology Co-ordinators in non-IT rationalized units, with public service providers such as the Canadian Forces Network Operations Centre and with private service providers such as Bell and Telus.

381. Mr. John Lindsay took over as the Client Services Officer (CSO) in April 2010, acting temporarily for Mr. Tom Murray who was away on extended leave. The remainder of the leadership team was comprised of Mr. Warren Skaalrud as the Client Services Supervisor (CSS) and PO2 Steve Sheffar as the Client Services Petty Officer (CSPO).

382. Overall the CS team is comprised of the Client Services Desk (CSD) and one additional CS-02 software support specialist. The CSD has a CS-02 CSS, six CS-01 analysts and two CR(IM)-04s. As well the CSPO reports to the CSS and supervises one MSs and two LS. All military personnel within Client Services belong to the same Naval Communicator (NAVCOMM) occupation.

383. Client Services provided incident recording services and first line information technology support for the Formation. The section also processed standard service requests and performed some second line IT support. The Remedy system was used to document, route, escalate and resolve client support requests. Highlights are as follows:

- a. NOC Evolution. Significant progress was made in terms of NOC Evolution, which saw (at times) CS-01 analysts employed with in the Network Operations Centre (NOC) alongside junior NAVCOMM personnel (LS/MS). The major gain with this approach is to parallel the two organizations, thereby cross-pollinating skill sets. This is especially assistive for LS NAVCOMMs as they gain real-world mentorship and coaching on typical network technologies and incident management processes. The success of NOC Evolution will be the direct result of the ongoing liaison between the CSPO and the NOC chain of command. This process also clearly demonstrates that a high degree of success is possible through a bottom-up "grass roots" initiative;

- b. Expansion of Secure Processing Capability. The capacity for Client Services to engage on classified networks was doubled through the renovation of Rm 105. At present nine staff can simultaneously access Secret networks;
- c. BIS NOC OJT. Client Services assisted NOC OJT through the provision of one training seat on the classified side. This occupied two person-days per week for a CS-01 analysts however it paid great dividends in terms of training LS NAVCOMMs in common incident management techniques;
- d. Critical Incident Management. Shortly after starting his A/CSO tasking Mr. Lindsay initiated and ramped up the current BIS Critical Incident Management Process. Over the period of April to December a total of twelve key incidents were managed expending a total resource commitment of 30 person days (varies from CS-01 to CS-03 and included two days effort from the PO2 CSPO). As the year progressed Critical Incidents waned with none at all being reported in November and December of 2010. While it is too early to suggest what the steady state Critical Incident levels will be within BIS, what can be reported is that the number of Critical Incidents arising per quarter has dropped from 5+ to near zero over just three quarters. As well, the value-added by the Critical Incident Management was enhanced via the awareness and use it generated with respect to common ITIL language and processes;
- e. Cost Savings (SWE). It should be noted that cost savings continue to be a key aspect of the Client Services approach. In particular efficiencies are being gained by shifting to a two-tier CSD, with CR(IM) providing initial client contact management in the "tier 0" front line and the CS-01 providing Level 1 workstation and network support in the "tier 1" second line. Whereas the CSD may have been staffed by as many as eight CS-01s in the past, we are now down to six CS-01s and two CR(IM)s. This saves approximately \$30K in Vote 1 Salary Wage Envelope (SWE) per year;
- f. Knowledge Base. Client Services enlarged the scope and extent of its automated Knowledge Base. Licensing was renewed for the Knowledge Base software and the product continued to be made available on the section website. Of note was the adoption of the knowledgebase as a common toolset among ITCs within the Formation, along with many NOC operators;
- g. Axios Assyst Implementation. The CSS was tasked full time to the Assyst Implementation project in late November. This was due to his unique skill sets and experience with respect to Service Design and Implementation,

- h. Service Product Catalog Development and Service Process Automation. This PY was not recoverable and internal offsets required a series of three Acting CSS to be designated. It is to the credit of the CSS and the CSPO that the CS-01s within Client Services were ready and eager to take on this acting role;
- i. BIS Web Oversight. The section performed Information Administration (IA) activities. It expended 0.5 PY (LS NAVCOMM) in effort to assist the Formation webmaster with web administration. It also improved the layout and functionality of the BIS website;
- j. Customer-Facing Automation. The section expanded the range of services available through autoforms, thereby streamlining the processing of routine service requests. This served to mitigate the increased volume of work resulting from continued IT Rationalization initiatives;
- k. Branch Service Catalogue. The CSS continued his efforts in redesigning the Branch Service Catalogue, incorporating national service standards to the degree possible. Work also continued on developing the service request model; and
- l. Service Outage Notifications. Client Services managed service outage procedures, drafting and publishing timely service interruption notices.

Work Coordination

384. The focus of Work Coordination (WC) is to coordinate Service Requests (SR) between SSG sections from the Systems Engineering Group (SEG) and the rest of CFB Esquimalt, and to understand the work to be performed and the work load from each SSG section. Hence, the WC Officer has the tactical view of the current SSG work schedule and strives to give a realistic completion time frame for all SRs in SSG.

385. MWO N.J. Dubois replaced CPO2 D. Hayes as the WC Chief. Subsequently, Capt T.G. Booth was assigned to be the Work Coordination Officer as Mr. Linh Ho was assigned to other duties.

386. Initiatives of significance that the WC section has worked on during the year include:

- a. ION Enterprises Power Meters: This system allows Base Construction Engineering (BCE) to automatically monitor power usage throughout the Base, with implementation still ongoing;
- b. Eventide: This product was procured to provide 24/7 voice logging for emergency services in CFB Esquimalt;

- c. Axis TV: Deployments of this communications system were completed for the Fleet Maintenance Facility (FMF) and for Base Logistics (Blog);
- d. Primavera: This project management software was implemented for the HCM/FELEX project as well as for FMF;
- e. ArcGIS: Work continued to progress in identifying requirements and soliciting bids for this Geographic Information System (GIS) for the Hydrographic Services Office;
- f. Navy 100 and the International Fleet Review: There was an increase in activity due to the demands of these celebrations, widely considered to be very successful events; and
- g. MV Sun Sea: During the operation involving a migrant vessel escorted into Esquimalt Harbour, WC played a major role in support to Base Public Affairs (PA). The short notice configuration of a PA location at the Naval Officer Training Centre (NOTC) was all directed through WC. Many of the SSG shops immediately had to be tasked to site survey and install infrastructure in support of teleconferencing and telephone upgrades. The quick actions of the SSG team as directed by WC resulted in receiving a letter of appreciation from the PA section of the base.

387. Work Coordination's additional supporting tasks are: to create Request for Change (RFC) documentation for new services that will be configured and installed within CFB Esquimalt; managing software maintenance and service contracts; and testing new and upgraded software systems on the test network.

388. SSG received a total of 21,719 trouble tickets in the calendar year 2010, closing 21,314 of them, with 405 carried over into 2011.

Executive Group

389. The Business Management Group underwent some significant changes as part of the BIS re-org (mid-May) and creation of the Executive Officer (XO) position.

- a. The Business Management Group became a section in the newly created Executive Group in May, with the Business Management Group Officer renamed to Business Management Officer and reporting to the XO instead of the BISO;
- b. In August, the Systems Engineering Group (SEG) Business Analysis Officer Claudia Iwanowsky was double-hatted to include the Business

Management Officer responsibilities. The combined position was renamed Service Management Officer, and the Business Management Group was renamed Service Management Section; and

- c. The Plans Officer, Capt Rob Anderson, was moved from the Operations Group to become the Security and Planning Officer under the XO, retaining responsibility for the Unit Systems Security Officer and the COMSEC Section (both moved to the Executive Group from the Operations Group), and assuming responsibility for Maintenance Detachment Matsqui, formerly part of the Systems Support Group (SSG).

390. The Executive Group is responsible for the corporate functioning of the BIS Branch and is headed up by the Executive Officer (XO) Maj Bernard Tremblay. On behalf of the BISO, the XO manages the human, material and financial resources of the Branch, maintains discipline, deportment and performance of the Branch Officer Corps, and assumes command of the Branch in the BISO's absence.

Service Management Section

391. The Service Management Section (SMS) is responsible for capability and strategic planning, financial management, human resources management, administrative management, training coordination, Orderly Room operations, Formation telecommunications procurement, and telephone accounts management, and warehousing/stores for the BIS Branch.

392. SMS is divided into three subsections: Administration and Human Resources, Telecommunications Accounts and Finance, and Human Resources Programs.

Administration and Human Resources

393. Ms. Melissa Colley continued as the Branch Administration and Human Resources Coordinator.

394. BIS had a number of employees on sick leave and/or leave without pay following extended sick leave. There were also many military members who were temporarily or permanently medically unfit. This led to them having employment restrictions, and not being available for full time work. Casual workers were used to temporarily fill gaps to ensure requirements were met.

395. All of the Branch CS01 and CS02 work descriptions have been reviewed and sent to Classification. Most of them have been classified; only a small percentage remains awaiting a classification decision.

Telecommunications Accounts and Finance

396. Ms. Brenda Lamont continued as the Branch Finance Officer. From August to December, Ms. Louise Lansdowne acted as FinO while Ms. Lamont was on assignment at the Department of Fisheries and Oceans.

397. The Finance Section manages Base Information Services Fiscal Year 10/11 allocation at first quarter was \$7,663,665. This initial allocation included \$76,104 ADDN PY Cash-in funds in L101. Additional Vote 1 funding of \$125,000 was transferred from Canadian Fleet Pacific as part of the IT Rationalization agreement made in 2009. MARPAC provided \$15,000 from the Recruitment Strategy Investment Fund to pay for one Co-op. Approximately \$1,400,000 was cost-recovered for provision of telecommunications support to Base Information Services customers. Cost recovered funds were spent on associated recurring charges, maintenance and upgrade of telecommunication systems and infrastructure.

398. Workload in Telecommunication Accounts reached peak period during the shutdown of the Olympics and the Navy Centennial. These two events almost overlapped resulting in extremely high volumes for Formation telecommunication requirements, land and wireless. Wireless 3G modems (Rogers Rocket Sticks) were used during the Olympics and have now become popular for travellers so that they can access DVPNI thru the 3G cellular network. Costs associated with this new technology will be tracked for use during feasibility studies.

399. Overall holdings in 2010 are as follows:

- a. Landlines:
 - i. 4,569 Base Locals
 - ii. 602 Off Base Locals
 - iii. 20 1-800 numbers
- b. Wireless:
 - i. BlackBerry Holdings – 890
 - ii. Air cards – 30
 - iii. Cellular Holdings – 1170
 - iv. Satellite Phones – 142

- c. Internet Accounts – 93
 - i. Cable Accounts – 100
 - ii. Pagers – 200
 - iii. Pay Phones – 61
 - iv. Modems – 7 (+7)

Human Resources Programs

400. Ms. Tracey Jeffery continued as the Human Resources Program Coordinator.

401. BIS was committed to the continuing and ongoing enhancement of skills and abilities of staff. The Branch expended \$110,358 for the provision of training. Temporary Duty costs associated with this training amounted to \$68,505. Significant training has been included in Annex C.

402. EXPRES Testing was completed for 97% of Base Information Services Military personnel. Nineteen members were excused from testing due to medical categories.

403. BIS continued to recognize the accomplishments of our people through the Awards & Recognition Program. Nominations for Awards were reviewed by a Committee comprised of the BISO, XO, Group Officers, and Branch CPO1, as follows:

- a. BIS Achievement Non-Monetary Award: 21 awards (recipients of non-monetary awards were provided with iBoutique certificates); and
- b. BIS Bravo Zulu Non-Monetary Award: 11 awards.

404. BIS had eleven Depart with Dignity retirement ceremonies. Members were presented with a coffee table book complete with certificates.

405. In total, the Branch spent \$3,345 on the program.

Security and Plans Section

406. The Security and Planning Section was established in 2010 under the newly formed Executive group. Headed by the Planning Officer (Now Security and Planning Officer), the section includes the COMSEC, ISSO, and unit Planning functions. The section is divisionally responsible for Maintenance Detachment Matsqui which is located approximately 75 km east of Vancouver, B.C. and is comprised of a high frequency (HF) Receive Site at Aldergrove, B.C. and a HF Transmit Site 23 km east at Matsqui, B.C.

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407. The Section undertook the following projects, maintenance, upgrades, and repairs:
- a. ISSO: Insulation was installed in the BIS D199 Gym to rectify an issue where soundproofing was required;
 - b. COMSEC: Introduction of CARDS System. After a slow start caused by networking problems, the CARDS System has been adopted within the COMSEC office. The system for inventory control replaces another older system which may be retired in the next few years;
 - c. DETACHMENT MATSQUI: Routine Maintenance and Repairs of the equipment was conducted by the technicians through out the year adding up to approx 3500 hrs;
 - d. Aldergrove's auto configuration of the hydro power transfer switch was fully restored. Final installation of sensing circuitry was completed 25 March 10, and both military staff and Electrical contractors received training on the new system;
 - e. OP PODIUM stood up in January and ran thru to completion 15 April. During their relative short stay at Aldergrove they successfully completed their mission and committed to clean-up and restoration of the site, contracting mostly grounds maintenance as required;
 - f. The building of culverts, ditching and grading of roads continued throughout the entire year, finally coming to a close in October. Tiger should be recognized for their experienced and creative approach to this endeavour which resulted in anchor points being consistently dry for the first time and for overall better drainage of water from both sites;
 - g. Polar Epsilon project broke ground in June, continued into July where they began the foundation for the AE's. Work continued throughout the remainder of the year often outside of normal working hours and on weekends. They installed a new A/C unit in room 19 of bldg 22 as well as a new UPS, which exposed a problem with our Bypass Switch. This was quickly addressed and as a result a new SOP was created and all members of the unit were given a demonstration of its proper function. By December they had completed installation of both AE's and completed approx 98% of the project;
 - h. In August the project to remove the old A/C unit from room 19 was completed;

- i. The line crew from CFJSR Edmonton carried out 2nd line AE maintenance from 9-28 September, preceded by a crew from CFB Esquimalt in August. During both visits all AE's were inspected and appropriate maintenance and repairs were conducted and/or recorded for future work. Of note, Mast 7 comprising of AE's 307-309 was put out of bounds, stabilizers installed due to weakened anchor pts from being submerged under water consistently for the majority of each year. This will be addressed by the LCMM sometime in February/March of the new year in order to stabilize Mast 7; and
- j. Both the bathroom redesign and Matsqui paving project moved forward in the conceptual phase and hopefully will be completed sometime in 2011.

408. Significant Incidents.

- a. On 4 August 10, a small pick up truck hit our security fence as a consequence of taking the corner of Fore and Beharrell Rd at a great rate of speed. This was reported to the local police and filed with ICBC, repairs were quickly completed thus ensuring the integrity of our perimeter security fence;
- b. On 5 August 10, a vehicle trespassed on DND property off of 264th street, while doing some off road joy riding. The major concern was that the vehicle may have disturbed or caused damage to buried Terasen gas pipelines; this was reported to Terasen in order for them to take appropriate action;
- c. On 24 September 10, an RCMP officer responded to a break in call at the Aldergrove PMQs and discovered that our C gate had been torn off of their hinges as a result of a stolen van being driven through them. The area inside our perimeter was searched and with no one being apprehended, the gate was quickly repaired; and
- d. From September – December 10, there have been a rash of break-ins and trespassing occurring on a regular basis in and around the PMQs in Aldergrove. This has resulted in stolen DND property, mainly Copper which has caused a tremendous amount of damage to the MQs. Recently, a contractor responsible for the demolition of the PMQ's had two 24ft custom trailers stolen from the site. Only two persons were arrested while being caught trespassing inside of the row houses at Aldergrove.

409. Morale-Boosting Activities.

- a. The very popular 8th annual CFB ESQ DETACHMENT MATSQUI Unit Fund Invitational Golf Tournament was held on the 5th of August and was attended by all Detachment personnel as well as the BISO and Base Chief;
- b. CFB ESQ DETACHMENT MATSQUI personnel participated in local Remembrance Day celebrations in Aldergrove and throughout the Fraser Valley. The Detachment I/C and 2 I/C laid wreaths at the Aldergrove ceremony, then were accompanied by the majority of the Detachment in visiting several Legions in order to mingle and pay respects;
- c. The Detachment Christmas Dinner took place 3 December and was attended by LCol Woolley (BISO), Base Chief, Maj Tremblay (XO), CPO1 Bodie (Coxn), Capt Anderson (DivO), Maint Detachment personnel, Commissionaires, as well as 4 other VIP's;
- d. The Detachment held a Christmas Function for all mess members and their spouses which was held at the Duke of Dublin and was thoroughly enjoyed by all; and
- e. Due to the Navy's Centennial year, Detachment Matsqui respectfully enjoyed being a part of a BC Lions CF appreciation game, an Aerosmith rock concert, as well as a Vancouver Canucks CF appreciation game.

410. Notable Events.

- a. In August, MIERT, which is local law enforcements special tactics squad, requested the use of our forested area behind the Matsqui site in order to work with a police dog on rural search and tracking techniques. This involved 20-30 police officers and two dogs practicing tactical tracking skills. This provided very interesting and realistic training for all involved and was very appreciated by all agencies concerned;
- b. The RCMP ERT requested and was authorized to do some navigational team bush training on August 31st in Aldergrove, which provided a realistic background for essential training;
- c. For two days at the end of September, The Wildlife Enforcement Agency requested and was authorized an ideal opportunity to do ATV training at the Aldergrove site;

- d. From October – December a small group from the Environmental Science Advisory Committee were authorized to determine the survivorship of the Oregon Spotted Frog. This research was conducted without incident and produced a report which we have requested and not yet received. Hopefully those little “Rana pretiosas” are doing well, if not thriving in the Habitat at Aldergrove;
- e. MCpl Golmohammadi attended a West Coast Woman’s Show from 22-24 October in Vancouver which promoted the role of women in the Military;
- f. There was a Safety and Environmental Program Verification scheduled for the Detachment on 19 October and the results showed the Detachment’s program was in good order;
- g. Resulting from a RadHaz Safety Verification Report completed on BIS by the FRADHAZO, Matsqui’s program on its own, although needing improvement was found to be well managed overall; and
- h. QETE was onsite at Matsqui from 20-27 October in order to perform a RF Safety Survey. This process required good weather and flexible working hours in order for QETE Pers to acquire accurate readings.

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Branch Establishment

BRANCH ESTABLISHMENT - EXEC

Total Military Establishment as at 31 Dec 10: 9
 Total Civilian Establishment as at 31 Dec 10: 6
 Overall Total Branch Establishment as at 31 Dec 10: 15

Total Military Personnel on Strength as at 31 Dec 10: 9
 Total Civilian Personnel on Strength as at 31 Dec 10: 5
 Overall Total Personnel on Strength as at 31 Dec 10: 14

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Example Disposition Codes for Military Personnel:		Example Disposition Codes for Civilian Personnel:	
Posted in/out	Appointed in/out Assigned in/out Resigned/Retired Deceased		
Attached posted in/out			
Released			
Deceased			

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Capt(N)	Hallé	Regular Force	BComd	Posted out	23 Aug 10
	Capt(N)	Baines	Regular Force	BComd	Posted in	12 July 10
	Cdr	Lofthouse	Reserve	COS	Retired	14 May 10
	LCol	Parker	Regular Force	COS	Posted in	08 July 10
	CPO1	Ford	Regular Force	BCPO	Posted out	30 July 10
	CPO1	Markin	Regular Force	BCPO	Posted in	30 July 10
					Assigned Out	25 Nov 10
	AS3	Wedel	Term	BComd Executive Clerk		
	AS3	Wedel	Indeterminate	Administration Officer	Assigned In	25 Nov 10
	CR3	Riess	Term	Administration Assistant	Assigned In	30 Sep 10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	CR3	Riess	Term	Administration Assistant	Assigned Out	01 Dec 10
	CR3	Riess	Term	BComd Executive Clerk	Assigned In	01 Dec 10
	CR4	Anderson	Term	Administration Assistant	Leave w/o Pay till 30 Sep 11	30 Sep 10
	PO2	Steward	Reg Force	BCPO Clerk	Posted in	15 Jun 10
	PO1	Thom	Reg Force	BCPO Clerk	Posted out	15 Jun 10
	ASLt	Williams	Reg F	BPAO Assistant	Released	15 Feb 10

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BRANCH ESTABLISHMENT - BASE ADMINISTRATION

Total Military Establishment as at 31 Dec 10: 125

Total Civilian Establishment as at 31 Dec 10: 253

Overall Total Branch Establishment as at 31 Dec 10: 378

Total Military Personnel on Strength as at 31 Dec 10: 133

Total Civilian Personnel on Strength as at 31 Dec 10: 216

Overall Total Personnel on Strength as at 31 Dec 10: 349

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

<u>Example Disposition Codes for Military Personnel:</u>		<u>Example Disposition Codes for Civilian Personnel:</u>	
Posted in/out	Appointed in/out Assigned in/out Resigned/Retired Deceased		
Attached posted in/out			
Released			
Deceased			

SN / PRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Major	Adams, RD	Class B	Base Personnel Selection Officer	Posted in	24 Nov 10
	Ordinary Seaman	Anderews	Regular	Records Clerk	Posted out	16 Aug 10
	Master Corporal	Arsenault	Regular	2IC Foreign Duty/R&D	Posted in	7 Jun 10
	Captain (Navy)	Baines, C	Regular	Student	Posted out	26 Mar 10
	Master Seaman	Balough	Regular	Cook	Attached Posted In	3 May 10
	Master Seaman	Barrett, JM	Regular	Shift Cook	Posted In	7 Apr 10
	Master Seaman	Barrett, JM	Regular	Shift Cook	Released	
	CR04	Belanger	Civ	R4	Assigned Out/ Blog	Aug 10

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Chief Petty Officer 1 st Class	Bell	Regular	President Mess Committee	Posted out	14 Oct 10
Master Corporal	Bonnier, C	Regular	Student	Posted in	03 Aug 10
Chief Petty Officer 1 st Class	Boulet, WJ	Regular	Messes and Institutes Officer	Posted in	20 Jul 10
Corporal	Boyes	Regular	Pay Clerk	Posted in	8 Sep 10
Master Seaman	Bowley	Regular	Cook	Attached Posted Out	14 Jul 10
FOS02	Brillanger, A	Casual	FOS02	Assigned in	14 Jul 10
FOS02	Brillanger	Civilian	FOS02	Assigned In	14 Jul 10
Lieutenant Colonel	Burbee, J	Regular	Student	Posted in	16 Aug 10
Petty Officer 1 st Class	Burzuk	Regular	I/C Nelles Galley	Posted Out	7 Jun 10
Corporal	Burritt	Regular	Records Clerk	Posted in	12 Jul 10
Lieutenant (Navy)	Campana, E	Regular	Student	Posted in	03 Aug 10
Master Corporal	Carrier	Regular	IC Records	Posted in	16 Jun 10
Lieutenant (Navy)	Carlyon, R	Regular	Base Foods Officer	Posted Out	16 Aug 10
OS	Campbell	Regular	Cook	Posted In	30 Apr 10
Captain (Navy)	Caspick, RM	Regular	Student	Posted out	06 Jun 10
Sergeant	Chadwick, A	Regular	Head Cashier	Posted out	14 Apr 10
Master Seaman	Charbonneau, MEJ	Reserve	Cook	Posted In	8 Aug 10
Leading Seaman	Clawson	Regular	Records Clerk (MARPAAC)	Posted in	10 Dec 10
Captain	Codina, M	Regular	Student	Posted out	05 Jun 10
Master Corporal	Conway, J	Regular	Student	Posted in	03 Aug 10
ED LAT-01	Cohlmeier, L	Casual	Second Language instructor	Appointed in	May 10
Chief Petty Officer 1 st Class	Conlon, M	Regular	Student	Posted in	03 Aug 10

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ED LAT-01	Crawshaw, S	Term	Second Language instructor	Appointed in	Nov 10
Sub-Lieutenant	Cope, QK	Regular	Base Administration Staff Officer	Posted in	15 Dec 10
Private	Cockroft, J	Regular	Bernays Barrack Warden	Posted in	18 May 10
CR03	Cunliffe, M.	Term	Base Personnel Services Executive Assistant	Appointed in	21 Jun 10
Sub-Lieutenant	Doan, LDN	Regular Force	Personnel Selection Officer	Posted out	12 Jul 10
Corporal	Dugas	Regular	Records Clerk	Posted out	12 Oct 10
Lieutenant	Dukić, I	Regular	Personnel Selection Officer	Posted in	31 May 10
Leading Seaman	Durham, GB	Regular	Cook	Posted In	21 Jun 10
Petty Officer 2nd Class	Dymond	Reserve	2IC NRCC	Posted in	17 Apr 10
Corporal	Easson	Regular	Cook	Posted Out	15 Jun 10
Chief Petty Officer 1 st Class	Eldridge R	Reg	MOSID Advisor	Posted Out	30 Jun 10
SCY03	Englot, T	Term	Base Administration Executive Assistant	Term completed	30 Apr 10
Petty Officer 2 nd Class	Evans	Regular	IC Claims/R&D/Foreign Duty	Posted in	14 Apr 10
CR04	Evans, F	Casual	R & D Clerk	Appointed in	7 Apr 10
CR04	Evans, F	Casual	R & D Clerk	Casual completed	7 Jul 10
Leading Seaman	Fairfax, NR	Regular	Barrack Warden	Posted in	26 Jul 10
FOS02	Francis	Casual	FOS02	Assigned In	1 Jan 10
Chief Petty Officer 1 st Class	Ferguson D	Regular	MOSID Advisor	Posted In	30 Jun 10
Commander	Ferguson, R	Regular	Student	Posted in	07 Jun 10
Civilian	Ferri	Civilian	MATA/PATA Clerk	Assigned in	4 Oct 10
Warrant Officer	Flynn	Regular	IC Pay/Records	Posted in	15 Feb 10
Master Seaman	Foata	Regular	IC Records	Posted out	15 Jul 10
Leading Seaman	Fortin	Regular	Sub-Cashier	Posted out	12 Jul 10

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Able Seaman	Foster	Regular	Pay Clerk	Posted in	30 Aug 10
Master Corporal	Freake	Regular	Cook	Posted out	15 Jul 10
ED LAT-01	Garnsen, S	Casual	Second Language instructor	Appointed in	Nov 10
Petty Officer 2 nd Class	Gauthier, J	Regular	Student	Posted in	3 Aug 10
Ordinary Seaman	Gill, H	Regular	Cook	Posted In	5 Feb 10
Ordinary Seaman	Green	Regular	Cook	Posted In	20 Jul 10
Chief Petty Officer 2 nd Class	Gregory	Regular	BOR Supervisor	Posted in	17 Aug 10
Leading Seaman	Golbourn, RJM	Regular	Cook	Posted In	18 Jan 10
ED LAT-01	Guse, J	Casual	Second Language instructor	Appointed in	Nov 10
Private	Heradura	Regular	Cook	Posted In	5 Feb 10
Master Seaman	Harrison, M	Regular	President Mess Committee	Released	-
Chief Petty Officer 1 st Class	Helston, P	Regular	Student	Posted in	3 Aug 10
Lieutenant (Navy)	Hinch L.	Regular	Base Foods Officer	Posted In	11 Jan 10
Sergeant	Hughes, T	Regular	I/C Venture	Posted In	29 Apr 10
Sergeant	Hughes, T	Regular	I/C Venture	Attached Posted TFA	1 Aug 10
Ordinary Seaman	Humamalaki	Regular	Cook	Posted In	19 May 10
Petty Officer 2 nd Class	Hunchak	Regular	2IC Pay/Records	Posted in	15 Jul 10
Warrant Officer	Johnson	Regular	IC Release Centre	Posted in	19 Jul 10
FOS03	Johnston	Civilian	FOS03	Retired	Aug 10
Leading Seaman	Jones, K	Regular	Student	Posted in	03 Aug 10
Master Corporal	Joycey	Regular	Claims Clerk	Posted in	27 Nov 10
Chief Warrant Officer	Kachler, M	Regular	Student	Posted out	30 Jun 10
Leading Seaman	Kehoe	Reserve	NRCC Clerk	Posted in	15 Jul 10

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Commander	Kerr, T	Regular	Student	Posted in	16 Aug 10
Commander	Kerr, T	Regular	Student	Posted out	17 Dec 10
Lieutenant Commander	Kincaid, K	Regular	Student	Posted in	3 Aug 10
Leading Seaman	Kohkar	Regular	Records Clerk	Posted out	12 Oct 10
Corporal	Kozlowski	Regular	Claims Clerk	Posted in	1 Aug 10
Sergeant	Kruzel	Regular	IC Claims/R&D/Foreign Duty	Posted out	14 Apr 10
Master Seaman	Lacroix	Regular	MATA/PATA Clerk	Posted out	15 Jul 10
Leading Seaman	Laliberte	Regular	Records Clerk	Posted in	16 Aug 10
Chief Warrant Officer	Laughlin, W	Regular	Student	Posted in	3 Aug 10
Commander	Larkin, K	Regular	Student	Posted in	3 Aug 10
FOS05	Leheureux	Casual	FOS05	Assigned In	7 Jun 10
Ordinary Seaman	Lemire	Regular	Records Clerk	Posted in	10 Dec 10
Lieutenant (Navy)	Lombardo	Regular	Public Fund Accounting Officer	Posted in	1 Apr 10
Corporal	Luke, MDL	Regular	Cook	Posted in	26 Mar 10
Master Seaman	Manning, C	Regular	Student	Posted in	03 Aug 10
Corporal	Mantello, V	Regular	Cook	Posted in	21 Jan 10
AS02	Marston, J	Term	Second Career Assistance Network Coordinator	Appointed out (end of Term)	16 Apr 10
Chief Petty Officer 1 st Class	Macdougall, L	Regular	Student	Posted in	7 Jun 10
Petty Officer 2 nd Class	MacDougall, A	Regular	Student	Posted in	3 August 2010
Ordinary Seaman	McBride	Regular	Pay Clerk	Posted in	10 Dec 10
Master Seaman	McKay	Regular	I/C B Shift	Posted in	15 Apr 10
Petty Officer 1 st Class	MacNeil, D	Regular	Student	Posted in	3 Aug 10
ED LAT-01	McBride, C	Casual	Second Language instructor	Appointed in	Oct 10
Chief Petty	McCallum, M	Regular	Student	Posted out	30 Jun 10

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Officer 1 st Class Petty Officer 2 nd Class	MacDougal	Regular	2IC Pay/Records	Posted out	15 Jul 10
FOS02	McDougall	Casual	FOS02	Assigned In	1 Jul 10
Master Seaman FOS02	McKiver, G McGall	Regular Civilian	President Mess Committee FOS 2	Posted in Assigned Out/ Borden	1 Dec 10 Jul 10
Warrant Officer	Merritt, RT	Regular	Student	Posted out	30 Jun 10
Warrant Officer	Merritt, RT	Regular	I/C Nelles Galley	Posted out	19 Jul 10
Leading Seaman	Meredith	Regular	Records Clerk	Posted in	2 Apr 10
Chief Petty Officer 2 nd Class	Meredith E	Regular	Admin Chief	Posted out	1 Aug 10
Chief Petty Officer 2 nd Class	Meredith, E	Regular	Student	Posted in	03 Aug 10
Chief Petty Officer 1 st Class	Miller, MJ	Regular	Messes and Institutes Officer	Posted out	30 Jun 10
Warrant Officer	Morley, M	Regular	IC Personnel Services	Posted out	5 Jul 10
Corporal	Morris, CN	Regular	Cook	Attached Posted In	27 May 10
Ordinary Seaman	Morris, JL	Regular	Cook	Posted In	5 Feb 10
Chief Petty Officer 2 nd Class	Morse, D	Regular	Student	Posted in	03 Aug 10
FOS05	Munroe	Casual	FOS 5	Assigned In	1 Jan 10
FOS02	Norris	Civilian	Cook	Retired	Sep 10
OS	O'Toole	Regular	Cook	Posted	20 Jul 10
ED LAT-01	Ouradou, C	Indetermina te	Second Language instructor	Retired	Jun 10
Corporal	Patterson, T	Regular	Block Stores	Attach posted in	1 May 10
Commander	Peats, B	Regular	Student	Posted in	3 Aug 10
Commander	Peats, B	Regular	Student	Posted out	17 Dec 10
MCpl	Penny	Regular	Cook	Posted In	16 Aug 10

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FOS05	Racine	Casual	Casual FOS 5	Assigned In	1 June 10
Warrant Officer	Rasmussen	Regular	IC Release Centre	Posted out	19 Jul 10
Second Lieutenant	Reid, T	Regular	Student	Posted out	30 Jun 10
Leading Seaman	Rejante	Regular	Records Clerk (FA(P))	Posted in	12 Jul 10
Master Seaman	Renner, ML	Regular	Cook	Attached Posted In	3 Aug 10
Leading Seaman	Ringette	Reserve	NRCC Clerk	Posted out	15 Jul 10
Civilian	Rogers, P	Full time	Lookout Writer/Photographer	Appointed in	6 Apr 10
Civilian	Rogers, P	Full time	Lookout Writer/Photographer	Appointed out	27 Aug 10
FOS02	Seabring	Casual	Cook	Assigned In	Jan 10
SCY03	Scott, B	Indetermina te	Base Administration Executive Assistant	Appointed in	1 Apr 10
Ordinary Seaman	Serim	Regular	Cook	Posted In	19 May 10
Leading Seaman	Shea	Regular	Records Clerk (MARPAAC)	Posted in	12 Oct 10
Master Corporal	Sheppard	Regular	Claims Clerk	Attach Posted Out	15 Jan 10
Master Corporal	Shearer, L	Regular	Cook	Attach Posted In	23 Jul - 23 Oct 10
Chief Petty Officer 2 nd Class	Simoneau, ML	Regular	Accommodations Chief	Posted in	24 Jul 10
Ordinary Seaman	Smallwood	Regular	Pay Clerk	Posted in	12 Jul 10
Ordinary Seaman	Smith	Regular	Cook	Posted In	20 Jul 10
Private	Stannard	Regular	Pay Clerk	Posted out	30 Aug 10
Petty Officer 2 nd Class	Sparkes, DW	Regular	Accommodations Supervisor	Posted In	26 Jul 10
Warrant Officer	Sparks, V	Regular	I/C Venture Galley	Attach Posted in BFoods	12 Jul - 20 Sept 10
Petty Officer 1 st Class	Sorrell	Regular	IC Pay/Records	Released	15 Feb 10
Corporal	Stubington	Regular	Records Clerk	Posted in	15 Mar 10
Leading Seaman	Sulyma	Regular	Sub-Cashier	Posted in	12 Jul 10
Ordinary Seaman	Tardiff	Regular	Cook	Posted in	5 Apr 10

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Chief Petty Officer 1 st Class	Taylor, S	Regular	President Mess Committee	Posted in	14 Oct 10
Sergeant	Taylor, A	Regular	Student	Retired	30 Jun 10
Petty Officer 1 st Class	Thom	Regular	Training Coordinator/RMO Supervisor	Posted in	11 Jan 10
Civilian	Tirado, R	Full time	Lookout Office Accounts Manager	Appointed in	15 Nov 10
Chief Petty Officer 1 st Class	Tompkins, R	Regular	Student	Posted in	03 Aug 10
Lieutenant (Navy)	Topshee, A	Regular	Base Accommodations Officers	Posted in	29 Aug 10
Leading Seaman	Tucker	Regular	Records Clerk	Posted in	12 Oct 10
Master Warrant Officer	Wallace, W	Regular	Student	Posted in	03 Aug 10
Master Corporal	Watson, CL	Regular	Cook	Attached Posted In	27 Aug 10
Civilian	Waye, K	Full time	Lookout Sales/Accounts/Marketing manager	Appointed out	13 Aug 10
Private (B)	Whalen	Regular	Records Clerk (FA(P))	Posted in	2 Apr 10
Leading Seaman	White	Regular	Cook	Posted Out	15 Jul 10
Ordinary Seaman	Williamson, RGC	Regular	Cook	Posted In	5 Feb 10
Captain	Wilson, J	Regular	Student	Posted in	03 Aug 10
Master Seaman	Wilson, J	Regular	Student	Posted in	03 Aug 10
Warrant Officer	Winkler C	Regular	I/C Nelles Galley	Posted In	1 June 10
Lieutenant Commander	Woycheshin, D	Regular	Base Personnel Selection Officer	Deployed to Afghanistan	7 Oct 10
Master Seaman	Yipp, Y	Reserve	NRCC Clerk	Posted out	15 Jul 10
Ordinary Seaman	Zamfirescu, VZ	Regular	Cook	Posted In	20 Jul 10
Ordinary Seaman	Zaragoza	Regular	Pay Clerk	Posted out	8 Sep 10

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Branch Establishment

BRANCH ESTABLISHMENT – BASE CONSTRUCTION ENGINEERING

Total Military Establishment as at 1 Jan 11: 30 Total Military Personnel on Strength as at 1 Jan 11: 34
 Total Civilian Establishment as at 1 Jan 11: 244 Total Civilian Personnel on Strength as at 1 Jan 11: 262
 Overall Total Branch Establishment as at 1 Jan 11: 274 Overall Total Personnel on Strength as at 1 Jan 11: 296

MOVEMENT OF BRANCH PERSONNELIncludes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate), **MILITARY FIRST, SORTED BY DATE**

Example Disposition Codes for Military Personnel:		Example Disposition Codes for Civilian Personnel:	
Posted in/out		Appointed in/out	
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	MILITARY					
	WO	Stanford, K	Military Personnel	PNCT Troop Warrant	Posted Out	Mar 16, 2010
	CAPT	Szyzek, ML	Military Personnel	Customer Service Trainee	Attached In	Mar 29, 2010
	CAPT	Awil, D	Military Personnel	PNCT Comd	Posted In	Mar 23, 2010
	2LT	Hucal, P	Military Personnel	Customer Service Trainee	Posted Out	May 12, 2010
	CPL	Winters, J	Military Personnel	PNCT Member – RM Tech	Posted Out	May 31, 2010
	PTE	Wu, D	Military Personnel	PNCT Member – ED Tech	Posted In	Jun 9, 2010
	CPL	Searle, B	Military Personnel	PNCT Member – Cbt Engr	Posted Out	Jun 15, 2010
	CPL	Searle, B	Military Personnel	Return To Work – PNCT	Attached In	Jun 15, 2010
	CPL	Pastershank, L	Military Personnel	PNCT Member – Const Tech	Posted In	Jun 25, 2010
	PTE	MacLean, R	Military Personnel	PNCT Member – Const Tech	Posted In	Jun 25, 2010
	PTE	Mercier, M	Military Personnel	PNCT Member – Const Tech	Posted In	Jun 25, 2010
	LCOL	Quinn, DO	Military Personnel	BCEO	Posted In	July 12, 2010
	MCPL	Fraser, D	Military Personnel	PNCT Member – Const Tech	Posted In	July 19, 2010

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	LCOL	Burbee, J	Military Personnel	BCEO	Posted Out	July 23, 2010
	MCPL	Jamieson, G	Military Personnel	PNCT Member – PH Tech	Posted In	Aug 2, 2010
	SGT	Hahn, D	Military Personnel	PNCT Troop Warrant	Posted In	Aug 9, 2010
	CPL	Barnett, A	Military Personnel	PNCT Member – Const Tech	Posted Out	Aug 13, 2010
	CPL	Malysheff, J	Military Personnel	PNCT Member – WFE Tech	Posted In	Aug 17, 2010
	CAPT	Nadeau, S	Military Personnel	Customer Service Officer	Posted Out	Aug 23, 2010
	SGT	Dollard, GM	Military Personnel	Return To Work – Risk Mgt	Attached In	Sep 22, 2010
	PTE	Romanakis, N	Military Personnel	PNCT Member – PH Tech	Posted In	Oct 1, 2010
	OS	Briscoe, R	Military Personnel	Return To Work – PNCT	Attached In	Oct 4, 2010
	SGT	Samuels, J	Military Personnel	PNCT Member – Const Tech	Released	Oct 22, 2010
	LT	Paradis, JD	Military Personnel	Customer Service Trainee	Attached In	Nov 1, 2010
CIVILIAN						
	MAM-09	Arnott, B	Indet	Mechanical WFE	Retired	Jan 22, 2010
	MAN-05	McLennan, K	Indet	Municipal Worker	Retired	Mar 30, 2010
	CR-03	Murphy, L	Term	Admin Support	Appointed Out	Mar 30, 2010
	ENG-04	Harmer, R	Casual	Engineering Officer	Appointed Out	Mar 31, 2010
	SMW-10	Thwaites, W	Term	Sheet Metal Worker	Appointed In/Out	Mar 31, 2010
	CR-03	Trott, Y	Term	Branch Admin Clerk	Appointed Out	Mar 31, 2010
	EG-04	Lyons, D	Indet	Refrigeration Technician	Appointed In	May 4, 2010
	HP-03	Restall, D	Indet	Shift Engineer	Retired	May 30, 2010
	AS-02	Gilbey, B	Term	Branch Staffing Co-ord	Appointed In	Jun 1, 2010
	Co-op	Kasting, F	Co-op	Co-op Student	Appointed In	Jun 7, 2010
	EG-04	Penney, G	Indet	Geotech Manager	Retired	Jun 25, 2010
	MAM-09	Smith, R	Term	WFE Technician	Appointed Out	Jun 31, 2010
	SCY-03	Cornforth, C	Indet	BCEO Secretary	Resigned	July 1, 2010
	ELE-03	Haakonson, S	Casual	Labourer	Appointed In	July 7, 2010
	ELE-03	Peacock, D	Casual	Labourer	Appointed In	July 7, 2010
	ELE-03	Mellings, S	Casual	Labourer	Appointed In	July 12, 2010
	CR-03	Passalacqua, C	Indet	Contracts Clerk	Appointed Out	July 13, 2010
	ELE-08	Mann, C	Indet	Painter	Retired	July 30, 2010

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	STS-04	Ford, K	Casual	Tool Crib Support	Appointed In	Aug 3, 2010
	AS-04	Neill, A	Indet	Business Manager	Appointed Out	Aug 8, 2010
	STS-03	Welbourn, C	Casual	Procurement Assistant	Appointed In	Aug 24, 2010
	HIP-04	Bedwal, H	Indet	Shift Engineer	Deceased	Aug 25, 2010
	ELE-03	Haakonson, S	Casual	Labourer	Appointed Out	Aug 27, 2010
	ELE-03	Peacock, D	Casual	Labourer	Appointed Out	Aug 27, 2010
	SMW-00	Coles-Webb, M	Term	Sheet Metal Worker Apprentice	Appointed In	Sept 7, 2010
	CR-03	Reynolds, C	Casual	Contracts Clerk	Appointed In	Sept 17, 2010
	MAM-09	Birtwistle, J	Casual	WFE	Appointed In	Sept 28, 2010
	ELE-03	Mellings, S	Casual	Labourer	Appointed Out	Oct 1, 2010
	EIM-11	Thorsen, G	Casual	Electrician	Appointed In	Oct 1, 2010
	EIM-00	Taylor, A	Term	Electrical Apprentice	Appointed In	Oct 4, 2010
	STS-04	Ford, K	Casual	Tool Crib Support	Appointed Out	Oct 26, 2010
	CR-04	Ryzak, L	Indet	Financial Transaction Agent	Assigned In	Nov 15, 2010
	CR-03	Birtwistle, R	Casual	Branch Admin Clerk	Appointed In	Nov 23, 2010
	EIM-11	Goldsmith, J	Casual	Electrician	Appointed In	Nov 23, 2010
	CR-03	Dobson, C	Casual	Engineering Clerk	Appointed In	Nov 25, 2010
	CR-03	Reynolds, C	Casual	Contracts Clerk	Appointed Out	Dec 1, 2010
	CR-03	Whitcroft, T	Casual	Branch Admin Clerk	Appointed In	Dec 1, 2010
	CR-04	Mellwaine, B	Indet	XO Clerk	Retired	Dec 6, 2010
	SMW-10	Birtwistle, G	Casual	Sheet Metal Worker	Appointed In	Dec 7, 2010
	WOW-09	Clark, J	Casual	Carpenter	Appointed In	Dec 7, 2010
	PCF-08	Husak, L	Casual	Sign Writer / Industrial Painter	Appointed In	Dec 7, 2010
	PIP-10	Ley, C	Casual	Plumber	Appointed In	Dec 7, 2010
	MAM-09	Shannon, M	Casual	WFE Technician	Appointed In	Dec 7, 2010
	EIM-11	Watson, J	Casual	Electrician	Appointed In	Dec 7, 2010
	MAM-09	Hopkins, P	Casual	Lifting Device Technician	Appointed In	Dec 14, 2010
	Co-op	Kasting, F	Co-op	Co-op Student	Appointed Out	Dec 15, 2010
	CR-03	Gicas, N	Indet	Contracts Clerk	Appointed In	Dec 21, 2010

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BRANCH ESTABLISHMENT – BASE COMPTROLLER

Total Military Establishment as at 31 Dec 10: 6
Total Civilian Establishment as at 31 Dec 10: 7
Overall Total Branch Establishment as at 31 Dec 10: 13

Total Military Personnel on Strength as at 31 Dec 10: 6
Total Civilian Personnel on Strength as at 31 Dec 10: 5
Overall Total Personnel on Strength as at 31 Dec 10: 11

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

<u>Example Disposition Codes for Military Personnel:</u>		<u>Example Disposition Codes for Civilian Personnel:</u>	
Posted in/out	Status	Appointed in/out	Disposition
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	LCDR	Prowett N.E.	Reg F	B Compt	Att Posted Out – MATA Lve	29 Jan 10
	LCDR	Heffernan S.	Reg F	B Compt	Posted In – HMCS REG	08 Feb 10
	CR-4	Stevens	Term	Fin Mgt Clk	Resigned	15 Jan 10
	CR-4	Dean N.	Indeterminate	Fin Mgt Clk	Appointed In	13 Jan 10
	LCDR	Heffernan S.	Reg F	B Compt	Posted Out - BADM	09 Jul 10
	MAJ	Carroll D.	Reg F	B Compt	Posted In – JTF Games	09 Jul 10
	WO	Thomson K.	Reg F	NCO Accts	Posted Out – HMCS Malahat	12 Jul 10
	WO	Collins S.	Reg F	NCO Accts	Posted In – CFB Gagetown	04 Aug 10
	PO2	Gauthier J.	Reg F	Reg ACC Coord	Posted Out - Lang School ATL	03 Aug 10
	Sgt	Cameron R	Reg F	Reg ACC Coord	Posted In	12 Jul 10

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BRANCH ESTABLISHMENT – FORMATION SAFETY ENVIRONMENT

Total Military Establishment as at 31 Dec 10: 1
Total Civilian Establishment as at 31 Dec 10: 21
Overall Total Branch Establishment as at 31 Dec 10:22

Total Military Personnel on Strength as at 31 Dec 10:2
Total Civilian Personnel on Strength as at 31 Dec 10:24
Overall Total Personnel on Strength as at 31 Dec 10:26

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Example Disposition Codes for Military Personnel:		Example Disposition Codes for Civilian Personnel:	
Posted in/out	Attached posted in/out Released Deceased	Appointed in/out	Appointed in/out Resigned/Retired Deceased
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	CPO 2	Bourgeois R	Regular Force	Formation Ship Safety Officer	Attached posted out	15 Feb 2009
	CPO 1	Morey T	Regular Force	Formation Ship Safety Officer	Attached posted in	01 Apr 2010
	CPO 2	Bell JA	Regular Force	Formation Ship Safety Officer	Appointed in	13 Dec 2010
	GS MPS 05	Bell B	Casual	First Aid Attendant	Appointed in	30 Sept 2010
	AS 04	Blair T	Indeterminate	Formation Programs Safety Officer	Appointed out	26 Jan 2010
	Student	Collier J	Term	Environment Coop Student	Appointed in	7 Sept 2010
	Student	Collier J	Term	Environment Coop Student	Appointed out	24 Dec 2010
	CR 04	Dean N	Indeterminate	Safety Admin Assistant	Appointed in	7 Jun 2010
	Student	Erickson-McGee P	Term	Environment Coop Student	Appointed in	4 May 2010
	Student	Erickson-McGee P	Term	Environment Coop Student	Appointed out	27 Aug 2010

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	AS 06	Eustace J	Indeterminate	Formation Safety Officer	Appointed in	4 Jan 2010
	CR 04	Hamm T	Indeterminate	Safety Admin Assistant	Appointed out	12 Apr 2010
	AS 04	Hryhorchuk D	Indeterminate	Formation Programs Officer	Appointed in	13 Apr 2010
	CR 04	Olsen D	Casual	Safety Admin Assistant	Appointed in	01 Apr 2010
	CR 04	Olsen D	Casual	Safety Admin Assistant	Appointed out	14 Apr 2010
	GS MPS 05	Reiswig M	Casual	First Aid Attendant	Appointed in	30 Sept 2010
	GS MPS 05	Rembish J	Casual	First Aid Attendant	Appointed out	31 Dec 2010
	AS 07	Saladana B	Indeterminate	Formation Safety Environment Officer	Appointed out	21 June 2010
	PC 02	Schaaf N	Secondment	Formation Environment Officer	Appointed in	11 Jan 2010
	PC 02	Schaaf N	Secondment	Formation Environment Officer	Appointed out	30 Apr 2010
	AS 04	Spencer F	Indeterminate	Formation Programs Safety Officer	Appointed in	3 Aug 2010
	AS 07	Tabbemor D	Indeterminate	Formation Safety Environment Officer	Appointed in	7 June 2010
	Student	Taylor C	Term	Environment Coop Student	Appointed in	7 Sept 2010
	Student	Taylor C	Term	Environment Coop Student	Appointed out	24 Dec 2010
	Student	Van Cadsand C	Term	Environment Coop Student	Appointed in	11 Jan 2010
	Student	Van Cadsand C	Term	Environment Coop Student	Appointed out	30 Apr 2010

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BRANCH ESTABLISHMENT – PORT OPERATIONS AND EMERGENCY SERVICES

Total Military Establishment as at 31 Dec 10: 81
Total Civilian Establishment as at 31 Dec 10: 218
Overall Total Branch Establishment as at 31 Dec 10: 299

Total Military Personnel on Strength as at 31 Dec 10: 82
Total Civilian Personnel on Strength as at 31 Dec 10: 198
Overall Total Personnel on Strength as at 31 Dec 10: 280

MOVEMENT OF BRANCH PERSONNEL (Broken down by Sections)

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

<u>Example Disposition Codes for Military Personnel:</u>		<u>Example Disposition Codes for Civilian Personnel:</u>	
Posted in/out		Appointed in/out	
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

HEADQUARTERS

Total Military Establishment as at 31 Dec 10: 4
Total Civilian Establishment as at 31 Dec 10: 4
Overall Total Branch Establishment as at 31 Dec 10: 9

Total Military Personnel on Strength as at 31 Dec 10: 3
Total Civilian Personnel on Strength as at 31 Dec 10: 3
Overall Total Personnel on Strength as at 31 Dec 10: 6

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SN/PRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	AS 03	Broughm, M.	Indeterminate	Administration Officer	Retired	1 Jul 10
	Sub Lieutenant	Allan, C.M.	Regular	Branch Supply Officer	Posted Out	18 Jun 10
	Lieutenant Commander	Fletcher, D.J.M.	Regular	Chief of Staff	Released	24 Dec 10
	CR 03	Kelman, R.M.	Indeterminate	HQ Admin Assistant	Assigned Out	7 Jun 10
	CR 03	Kelman, R.M.	Indeterminate	HQ Admin Assistant	Assigned In	6 Oct 10
	CR 03	Kelman, R.M.	Indeterminate	HQ Admin Assistant	Appointed Out	3 Nov 10
	AS 01	Lane, Y.K.	Indeterminate	Administrative Assistant	Assigned Out	1 Apr 10
	Sub Lieutenant	Mang, J.H.	Regular	Branch Supply Officer	Posted In	15 Jun 10
	Masterseaman	Yip, Y.Y.	Reserve	Chief Clerk	Attach Posted In	15 Jul 10
	Masterseaman	Yip, Y.Y.	Reserve	Chief Clerk	Posted Out	15 Sep 10

CANADIAN FORCES AUXILIARY FLEET

Total Military Establishment as at 31 Dec 10: 3
Total Civilian Establishment as at 31 Dec 10: 111
Overall Total Branch Establishment as at 31 Dec 10: 114

Total Military Personnel on Strength as at 31 Dec 10: 3
Total Civilian Personnel on Strength as at 31 Dec 10: 115
Overall Total Personnel on Strength as at 31 Dec 10: 118

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SN/PRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	SC DED 04	Adams D.	Term	Maintenance Deckhand/Cook	Appointed In 4 Mar 10/ Term Expired 3 Sep 10	3 Sep 10
	SO MAO 03	Bauml K.	Indeterminate	Class A Vessel Pool Master	Appointed In	11 Jan 10
	SO MAO 02	Beckett J.	Indeterminate	Class A Vessel Pool Chief Engineer	Appointed In	1 Nov 10
	AS 3	Broughm M.	Indeterminate	Auxiliary Fleet Administration Officer	Retired	2 Jul 10
	SO MAO 10	Butler K.	Term	Pilot Two	Resigned	26 Apr 10
	SC DED 04	Charlesworth R.	Indeterminate	Maintenance Deckhand	Appointed In	20 Jan 10
	SO MAO 03	Florkow C.	Term	Class A Vessel Pool Master	Appointed In	27 Oct 10
	SC DED 04	Hutcheson M.	Term	Maintenance Deckhand/Cook	Appointed Out	29 Oct 10
	AS 03	Morgan G.	Indeterminate	Safety Officer	Appointed In	30 Mar 10
	SO MAO 03	Neely D.	Indeterminate	Class a Vessel Pool Master	Retired	18 Feb 10
	SO MAO 02	Ouellette J.	Indeterminate	Class A Vessel Pool Engineer	Resigned	12 Jan 10
	SO MAO 03	Pardiwala K.	Term	Class A Vessel Pool Master	Appointed In	11 Jan 10
	SC DED 04	Pope D.	Term	Maintenance Deckhand/Cook	Appointed Out	29 Oct 10
	SO MAO 03	Sachdeva T.	Term	Class A Vessel Pool Master	Appointed In	22 Nov 10
	SO MAO 03	Sachdeva T.	Casual	Class A Vessel Pool Master	Appointed In	29 Sep 10
	SC DED 04	Schneider F.	Casual	Maintenance Deckhand/Cook	Appointed In	4 Mar 10
	SO MAO 03	Steer R.	Term	Class A Vessel Pool Master	Appointed In	11 Jan 10
	AS 02	Tiffin R.	Retired	Harbour Operations Officer	Retired	30 Jun 10
	SO MAO 02	Vanier R.	Term	Mate	Resigned	8 Jan 10
	SO MAO 02	Wickett T.	Casual	Class A Vessel Pool Engineer	Appointed In	18 Jan 10

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BASE OPERATIONS

Total Military Establishment as of 31 Dec 10: 16
Total Civilian Establishment as of 31 Dec 10: 4
Overall Total Section Establishment as of 31 Dec 10: 20

Total Military Personnel on Strength as of 31 Dec 10: 15
Total Civilian Personnel on Strength as of 31 Dec 10: 4
Overall Total Personnel on Strength as of 31 Dec 10: 19

SN/PRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Major	Bagnall, J.R.	Regular Force	Base Operations Officer	Posted In	30 Aug 10
	Major	Sawyer, S.	Reserve Force	Base Operations Officer	Contract Expired/Posted Out	30 Aug 10
	Lieutenant Navy	Bradford, T.	Reserve Force	Deputy Operations Officer	Contract Expired/Posted Out	15 Oct 10
	Lieutenant Navy	Beldeure, D.	Regular Force	Nuclear Emergency Response Officer	Attached Posted Out (TFA - Training)	4 Mar 09
					Attached Posted Out (TFA)	5 Oct 09
					Returned from TFA	1 Jun 10
	Petty Officer First Class	Beaulac, L.	Regular Force	Nuclear Emergency Response Team Supervisor	Posted In	14 Jun 10
	Petty Officer First Class	Beaulac, L.	Regular Force	Nuclear Emergency Response Team Supervisor	Posted Out to CFFSE	15 Nov 10
	Petty Officer First Class	Pitre, T.	Regular Force	Nuclear Emergency Response Team Supervisor	Posted In	15 Nov 10

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SN/PRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Warrant Officer	Marejka,	Regular Force	Nuclear Emergency Response Team Supervisor	Posted Out	12 Jul 10
	Petty Officer First Class	Mehlmann, M.	Regular Force	Nuclear Emergency Response Team Supervisor	Posted In	12 Jul 10
	Petty Officer Second Class	Thibault,	Regular Force	Nuclear Emergency Response Team	Posted Out	7 Jun 10
	Petty Officer Second Class	Kendall, S.	Regular Force	Unit Radiation Safety Officer	Posted In	7 Jun 10
	Master Seaman	Hunt, D.	Regular Force	Nuclear Emergency Response Team	Posted Out	15 Oct 10
	Corporal	Davis, K.	Reserve Force	First Aid Instructor	Reserve Contract Expired / Posted Out	1 Apr 10
GT 04		Bradford, T.	Civilian Term	NERT Project	Assigned In	18 Oct 10

FIRE SERVICES

Total Military Establishment as of 31 Dec 10: 2
 Total Civilian Establishment as of 31 Dec 10: 104
 Overall Total Branch Establishment as of 31 Dec 10: 106

 Total Military Personnel on Strength as of 31 Dec 10: 2
 Total Civilian Personnel on Strength as of 31 Dec 10: 94
 Overall Total Personnel on Strength as of 31 Dec 10: 12

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
FR03	Turcotte, D		Indeterminate	Chief Fire Inspector	Retired	May 2010
FR01	Arnsdorf, M		Indeterminate	Firefighter	Appointed In	Aug 2010
FR01	Stewart, R		Indeterminate	Firefighter	Appointed In	Aug 2010
FR01	Cullimore, S		Indeterminate	Firefighter	Appointed In	Aug 2010
FR01	Donald, A		Indeterminate	Firefighter	Appointed In	Aug 2010
Cpl	Wuskynyk, M		Indeterminate	Firefighter	Posted in	Jul 2010
MCpl	Wise, A		Indeterminate	Firefighter	Posted out	Jul 2010
STS03	Bergson, H		Contract	Storesperson	Appointed In	
FR01	Finlayson, M		Indeterminate	Firefighter	Retired	Sep 2010
FR01	Walton, B		Indeterminate	Firefighter	Retired	
FR03	Sargent, B		Indeterminate	Fire Captain	Retired	
FR03	LeBlanc, P		Indeterminate	Fire Captain	Retired	
FR03	Ireland, S		Indeterminate	Fire Captain	Retired	

NAVAL PROVOST MARSHAL (PACIFIC)

Total Military Establishment as at 31 Dec 10: 43

Total Civilian Establishment as at 31 Dec 10: 4

Overall Total Branch Establishment as at 31 Dec 10: 47

Total Military Personnel on Strength as at 31 Dec 10:

Total Civilian Personnel on Strength as at 31 Dec 10:

Overall Total Personnel on Strength as at 31 Dec 10:

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Cpl	Allan	Robert	Patrols	Posted out	19-Jul-10
	MCpl	Beaudoin	Jeffrey	Patrols	Posted out	22-Mar-10
	LS	Chaisson	Lena	Patrols	Posted out	03-Aug-10
	SLt	Danielsen	Robert	Security Officer	Posted out	03-Aug-10
	Cpl	Edwards	Matthew	Patrols	Posted out	09-Aug-10
	LS	Corriveau	M.E.	Patrols	Posted out	26-Apr-10
	MS	Maloney	Mike	DB	Posted out	11-Jun-10
	Cpl	Marselle	Stefan	Patrols	Posted out	12-Jul-10
	Sgt	McGraw	Clifford	CF METR	Posted out	19-Jul-10
	2Lt	Poirier	Christopher	OJT	Posted out	21-Jun-10
	Sgt	Prytuliak	Raymond	Court NCO	Posted out	12-Jul-10
	PO2	Smith	Keith D	DB	Posted out	25-Jan-10
	Cpl	Thorne	Julianne	Patrols	Posted out	06-May-10
	LCdr	Tremblay	Lucie	NPM(P)	Posted out	16-Aug-10
	PO2	Webb	David	DB	Posted out	07-Apr-10
	WO	Edward	Derek	Security WO	Posted out	09-Aug-10
	LS	Carper	RC	OJT	Posted In	19-Sep-10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	Sgt	Davidson	Michael	Patrol IC	Posted In	10-May-10
	Sgt	Friedman	Rhonda	CF METR	Posted In	19-Jul-10
	MS	Lacquement	GP	OJT	Posted In	14-Jul-10
	Lt(N)	Leitch	Susan Michelle	Security Officer	Posted In	07-Sep-10
	LS	Muir	Nicolas W	Patrols	Posted In	08-Jul-10
	Cpl	Mulhall	Lindsay	Patrols	Posted In	23-Apr-10
	MCpl	Murray	Pierre	Patrols	Posted In	19-Jul-10
	Maj	Quilliam	Jason T	NPM(P)	Posted In	09-Aug-10
	MS	Robbins	Patrick	DB	Posted In	07-Apr-10
	WO	Rowland	John	Security WO	Posted In	12-Jul-10
	Cpl	Stordy	Brendan	Patrols	Posted In	03-Dec-10
	Sgt	Tickenheinrich	Andreas	Patrol IC	Posted In	19-Jul-10
	WO	Williamson	David	Supernumerary	Posted In	01-Sep-10
	Cpl	Wilson	Ryan	Patrols	Posted In	23-Apr-10
	MS	Woods	Kevin	Patrols	Posted In	03-Sep-10

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BRANCH ESTABLISHMENT – BASE LOGISTICS

Total Military Establishment as at 31 Dec 10: 123
Total Civilian Establishment as at 31 Dec 10: 216
Overall Total Branch Establishment as at 31 Dec 10: 339

Total Military Personnel on Strength as at 31 Dec 10: 137
Total Civilian Personnel on Strength as at 31 Dec 10: 213
Overall Total Personnel on Strength as at 31 Dec 10: 350

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Example Disposition Codes for Military Personnel:		Example Disposition Codes for Civilian Personnel:	
Posted in/out	Position Title	Appointed in/out	Disposition
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	Sgt	Ambroziak, TD	Reg Force	N/A	Attached Posted In	09 Oct 09 - 15 Jul 10
	LS	Armstrong, T	Reg Force	003842 - SOAP Team	Posted In	12-May-10
	MS	Armstrong, T	Reg Force	FMF Cape Breton – 073 332	Posted Out	20-Sep-10
	Sgt	Bailey, D	Reg Force	003995 - MAT Move Team Ldr	Posted In	25-Jan-10

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SN/PRI	Rank/Class	NAME & Initials	Reg Force	N/A	Attached Posted In	Effective Date
PO1		Bailey, C				08 Feb – 21 Feb 10
PO1		Bailey, C	Reg Force	N/A	Attached Posted In	08 Mar – 26 Mar 10
Pte		Bains, G	Reg Force	003 576 - Stores Supervisor	Posted In	23-Nov-10
GS STS 03		Baldwin, T	Casual	Storeperson	Appointed In	01-Dec-10
GL WOW 09		Barnswell, D	Indeterminate	Carpenter	Appointed In	06-Apr-10
GS STS 03		Barnswell, J	Casual	Storeperson	Appointed In	01-Dec-10
GS STS 03		Barr, P	Casual	Storeperson	Appointed In	26-Nov-10
PO2		Bates, RC	Reg Force	003783 - Cross Dkr Team Ldr	Posted In	30-Jul-10
GS STS 03		Battie, L	Casual	Storeperson	Appointed In	01-Jan-10
GS STS 03		Battie, L	Casual	Storeperson	Appointed Out	31-Mar-10
LS		Behenna, J	Reg Force	HMCS Vancouver – 019 778	Posted Out	10-Jun-10
CR 05		Bélanger, M	Indeterminate	Senior Clerk	Appointed In	09-Aug-10
Cpl		Bergeron, SJR	Reg Force	N/A	Attached Posted In	03 May – 06 May 10
Lt (N)		Binder, BM	Reg Force	N/A	Attached Posted In	09 Aug – 13 Aug 10
LS		Bishaj, Q	Reg Force	N/A	Attached Posted In	11 Mar – 31 May 10
LS		Black, C	Reg Force	2 Air Mov Sqn Trtn – 049 527	Posted Out	18-Jun-10
Pte		Blaney, A	Reg Force	2 CMB HQ & Sigs Petawawa -	Posted Out	12-Jul-10

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SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	OS	Boismier, JR	Reg Force	003809 - Sup Tech	Posted In	29-Jun-10
	CPO1	Bombay, JE	Reg Force	003762 - Log Branch Chief	Posted In	11-Jan-10
	Cpl	Bouchard, K	Reg Force	003993 - Floor Supvr	Posted In	30-Aug-10
	CR 04	Bouffard, E	Indeterminate	Data Control Clerk	Appointed In	12-Apr-10
	CR 04	Bouffard, E	Indeterminate	Data Control Clerk	Secondment	07-Jun-10
	GL MDO 04	Bowker, J	Indeterminate	Driver	Retire	30-Apr-10
	LS	Brayton, SJ	Reg Force	N/A	Attached Posted In	04 Jan - 04 Jul 10
	LS	Brayton, SJ	Reg Force	N/A	Attached Posted In	6 Dec 10- 6 May 11
	LS	Brayton, SJ	Reg Force	N/A	Attached Posted In	05 Jul - 05 Dec 10
	CR 04	Brooks, C	Indeterminate	Financial Assistant	Retired	22-Dec-10
	Lt (N)	Bruzzone, NS	Reg Force	003780 - FMF Liason Officer	Posted In	14-Jun-10
	Maj	Buckham, J	Reg Force	CFB Comox - 010 946	Posted Out	15-Jul-10
	GL MDO 04	Burdge, K	Casualual	Driver	Appointed In	01-Jan-10
	GL MDO 04	Burdge, K	Casual	Driver	Appointed Out	27-Apr-10
	GS STS 03	Burgess, J	Term	Storesperson	Appointed In	12-Oct-10
	Lt	Butler, M	Reg Force	HMCs Regina - 019 054	Posted Out	03-Nov-10

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WO	Campbell, D	Reg Force	003844-CLO & Sml Arms TLdr	Posted In	28-Jun-10
PO2	Campbell, DE	Reg Force	003814 - Data Ctl Supervisor	Posted In	15-Jul-10
LS	Campbell, RA	Reg Force	N/A	Attached Posted Out	09 Aug – 13 Aug 10
LS	Campbell, RA	Reg Force	N/A	Attached Posted Out	19 Jul – 31 Oct 10
Lt (N)	Carlyon, R	Reg Force	N/A	Attached Posted In	15 Jun – 15 Aug 10
GT 04	Carroll, K	Term	Technical Inspector	Resigned	30-Sep-10
PO1	Carty, D	Reg Force	HMCS Protecteur – 025 993	Posted Out	19-Jul-10
GS STS 04	Carver, M	Indeterminate	Storesperson	Appointed In	22-Feb-10
GS STS 04	Chaisson, K	Indeterminate	Storesperson	Resigned	05-May-10
Lt (N)	Chalmers, CB	Reg Force	003828 - Customer Svc Officer	Posted In	14-Jun-10
PO2	Chapman, B	Reg Force	FDU Esquimalt – 018 536	Posted Out	14-Sep-10
PO2	Chaput, MJ	Reg Force	003845 – Enviro Clothing	Posted In	20-Aug-10
PG 02	Chiasson, A	Indeterminate	Procurement/Contract Spec	Appointed In	03-Aug-10
WO	Clairmont, JD	Reg Force	003832 – Cust Service Deputy	Posted In	09-Aug-10
CPO2	Clouter, B	Reg Force	N/A	Released	17-Aug-10
Cpl	Constantineau, W	Reg Force	N/A	Attached Posted In	08 Jul – 08 Jan 11

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SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	Pte	Cook, B	Reg Force	N/A	Attached Posted Out	08 Feb - 04 Jan 11
	PO1	Cookson, D	Reg Force	HMCS Protecteur - 025 992	Posted Out	29-Nov-10
	OS	Cool, J	Reg Force	003 834 - Data Ctl Operator	Posted In	23-Nov-10
	LS	Cooper, GM	Reg Force	003815 - Storesperson	Posted In	15-Jul-10
	LS	Cooper, G	Reg Force	HMCS Regina - 019 058	Posted Out	12-Jul-10
	LS	Crilly, SP	Reg Force	003 840 - Sup Tech Esq	Posted In	14-Dec-10
	LS	Crilly, SP	Reg Force	N/A	Attached Posted In	31 May - 04 Jun 10
	Lt (N)	Crosman, D	Reg Force	00003765 - XO	Posted In	20-May-10
	Lt (N)	Crosman, D	Reg Force	00001257 - MOG 4 MARPAC	Posted Out	14 Jun 10
	GL WOV 09	Daniels, J	Casual	Carpenter	Appointed In	01-Feb-10
SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	GL WOV 09	Daniels, J	Casual	Carpenter	Appointed Out	31-Mar-10
	GL WOV 09	Daniels, J	Casual	Carpenter	Appointed In	26-Jul-10
	GL WOV 09	Daniels, J	Casual	Carpenter	Appointed Out	27-Aug-10
	GL MIDO 04	Davis, J	Indeterminate	Driver	Appointed In	06-Dec-10

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Cpl	Deveault, JR	Reg Force	N/A	Attached Posted In	18 May 09-18 Nov 10
L.S	Didrich, MA	Reg Force	003 816 - Case Worker	Posted In	12-Jul-10
S-Lt	Dissman, SC	Reg Force	N/A	Attached Posted In	1 Oct 10-30 Mar 11
GS STS 03	Dorge, I	Term	Storesperson	Appointed In	05-Jul-10
GS STS 03	Dorge, I	Indeterminate	Storesperson	Appointed In	23-Aug-10
Cpl	Drozdiak, LM	Reg Force	N/A	Attached Posted Out	03 May - 14 May 10
Pte	Dugas, S	Reg Force	003855 - Sup Tech	Posted In	29-Jun-10
MCpl	Dupuis, M	Reg Force	003769 - SOAP Team Esq	Posted In	12-Jul-10
MCpl	Dupuis, M	Reg Force	HMCs Calgary - 018 818	Posted Out	16-Aug-10
GS STS 03	Dupuis, M	Casual	Storesperson	Appointed In	01-Jan-10
GS STS 03	Dupuis, M	Casual	Storesperson	Appointed Out	31-Mar-10
GS STS 03	Dupuis, M	Term	Storesperson	Appointed In	24-Jun-10
GS STS 03	Dupuis, M	Indeterminate	Storesperson	Appointed In	23-Aug-10
Pte	Ebenstiner, EJ	Reg Force	N/A	Attached Posted In	21 Jun - 17 Oct 10
Pte	Ebenstiner, EJ	Reg Force	N/A	Attached Posted In	06 May - 20 Jun 10
CR 04	Englot, T	Term	Data Control Clerk	Appointed In	12-Jul-10
Sgt	Fitzner, J	Reg Force	2 PPCLJ - 038 998	Posted Out	12-Jul-10
Sgt	Fitzner, J	Reg Force	N/A	Released	09-Nov-10
GS STS 04	Fleury, A	Indeterminate	Storesperson	Deceased	20-Jul-10

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SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	CPO2	Fox, J	Reg Force	HMCS Winnipeg – 028 064	Posted Out	13-Sep-10
	LS	Fraser, T	Reg Force	003807 - Storesperson	Posted In	12-Jul-10
	GL MDO 04	Garber, C	Casual	Driver	Appointed In	01-Jan-10
	GL MDO 04	Garber, C	Casual	Driver	Appointed Out	31-Mar-10
	PG 05	Garrod, L	Indeterminate	Procurement Officer	Appointed In	15-Mar-10
	GS STS 03	Glawson, J	Indeterminate	Storesperson	Appointed In	23-Aug-10
SN/PRI	Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
	PO2	Gouin, P	Reg Force	QAWC, ON & Prairies- 014 818	Posted Out	12-Jul-10
	GS STS 04 GL MDO 05	Green, J	Indeterminate	Storesperson	Resigned	09-Jun-10
	GS STS 04 Lt (N)	Greff, L	Indeterminate	Driver	Deceased	30-Oct-10
		Harrison, M	Indeterminate	Storesperson	Resigned	31-Dec-10
		Hawke, WEG	Reg Force	N/A	Attached Posted In	1 Oct 10-30 Mar 11
	PO2	Hayduk, CM	Reg Force	003 832 - Customer Svc Deputy	Posted In	14-Dec-10
	PO2	Hayduk, CM	Reg Force	N/A	Attached Posted In	16 Nov – 15 Dec 10
	PO2	Hayduk, CM	Reg Force	14 Apr 10 Supply NCO	Attached Posted Out	14 Apr -12 Oct 10
	GT 04	Hearsey, T	Indeterminate	Technical Inspector	Appointed In	01-Apr-10
	OS	Hermansen, R	Reg Force	003 823 - Storesperson	Posted In	23-Nov-10

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MCpl	Hicks, TL	Reg Force	003922 - i/c Wpns	Posted In	12-Jul-10
OS	Hill, R	Reg Force	HMCS Winnipeg - 028 070	Posted Out	18-Jan-10
OS	Hilmy, N	Reg Force	HMCS Winnipeg - 028 071	Posted Out	16-Aug-10
PO2	Hopkinson, I	Reg Force	CFB Calgary - 018 817	Posted Out	10-Jun-10
LS	Isnor, A	Reg Force	HMCS Calgary - 018 820	Posted Out	17-May-10
MS	King, A	Reg Force	Venture NOTC - 003 825	Posted Out	15-Jan-10
OS	Knight, A	Reg Force	N/A	Attached Posted In	05 Jul - 10 Sep 10
S-Lt	Lachapelle, MCF	Reg Force	N/A	Attached Posted In	01 Apr - 30 Sep 10
S-Lt	Lachapelle, MCF	Reg Force	N/A	Attached Posted In	1 Oct 10 - 30 Mar 11
MCpl	Lareau, M	Reg Force	MAROPSGRU 4 HQ - 041 879	Posted Out	01-Sep-10
Cpl	Lareau, M	Reg Force	N/A	Attached Posted In	15 Jul - 31 Aug 10
OS	Lasnier, F	Reg Force	003 817 - Cross Docker	Posted In	23-Nov-10
Pte	Leclerc, MA	Reg Force	003 812 - SOAP Team	Posted In	23-Nov-10
Sgt	Levigne, A	Reg Force	003821 - Fleet Base CAT Spr	Posted In	12-Jul-10
MCpl	Liefhebber, J	Reg Force	003783 - Cross Docker T Ldr	Posted In	30-Jun-10

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SN/PRI	Rank/Class	NAME & Initials	Reg Force	HMCS Winnipeg – 028 066	Posted Out	22-Jul-10
Sgt		Liefhebber, J				
GS STS 04		Loucks, D	Indeterminate	Storeperson	Appointed In	22-Feb-10
OS		Lucas, JR	Reg Force	N/A	Attached Posted In	21 Jun – 10 Sep 10
CR 03		Lucas, G	Casual	E&S Clerk	Appointed In	14-Jan-10
Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date	
CR 03	Lucas, G	Casual	E&S Clerk	Appointed Out	31-Mar-10	
Pte	MacDonald, JR	Reg Force	N/A -	Posted In	27-May-10	
CR 05	Mackeen, J	Indeterminate	Purchasing Agent	Appointed In	22-Mar-10	
GS STS 04	MacLean, S	Indeterminate	Storeperson	Appointed In	22-Feb-10	
A/SLt	Mahar, AC	Reg Force	N/A	Attached Posted In	7 Dec 09 – 30Apr 10	
Pte	Maltais, AJB	Reg Force	003 795 - Case Worker	Posted In	12-Jul-10	
AS	Manion, K	Reg Force	HMCS Calgary – 018 823	Posted Out	13-Sep-10	
Maj	Mason, R	Reg Force	003983 - O/C TEME	Posted In	12-Jul-10	
GS STS 03	McCabe, S	Casual	Storeperson	Appointed In	01-Jan-10	
GS STS 03	McCabe, S	Casual	Storeperson	Appointed Out	01-Feb-10	
AS 02	McCluskey, J	Casual	Business Analyst	Appointed In	01-Feb-10	
AS 02	McCluskey, J	Casual	Business Analyst	Appointed Out	30-Jun-10	
CPO2	McDonald, JN	Reg Force	003 782 - LCC/Special Project	Posted In	20-Sep-10	
CPO2	McDonald, JN	Reg Force	N/A	Attached Posted In	11 Aug – 15 Aug 10	
CPO2	McDonald, JN	Reg Force	N/A	Attached Posted In	15 Aug – 20 Sep 10	

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CPO2	McDonald, JN	Reg Force	N/A	Attached Posted In	03 Aug – 06 Aug 10
MS MS	McGladrie, DM	Reg Force	CFB Greenwood – 002 974	Posted Out	12-Jul-10
PO2	McGladrie, DM	Reg Force	N/A	Attached Posted In	03 May – 11 Jul 10
LCdr	McNab, K	Reg Force	HMCS Algonquin – 133 288	Posted Out	31-May-10
LCdr	McNab, K	Reg Force	003765 - BLOG Exec Officer	Posted In	14-Jun-10
Cpl	Michaud, G	Reg Force	HMCS Calgary – 018 820	Posted Out	26-Apr-10
GS STS 03	Mikleus, S	Indeterminate	Storeperson	Appointed In	23-Aug-10
Cpl	Monahan, E	Reg Force	7 CFSD Edmonton – 048 986	Posted Out	12-Jul-10
MS	Moore, KC	Reg Force	N/A	Attached Posted In	29 Jan – 12 Feb 10
CR 03	Murphy, L	Term	S&E Clerk	Appointed In	30-Mar-10
A-SLt	Naranjo, P	Reg Force	N/A	Attached Posted In	13 Sep – 30 Sep 10
A-SLt	Naranjo, P	Reg Force	N/A	Attached Posted In	1 Oct 10 – 30 Mar 11
GT 04	Nelson, R	Term	Technical Inspector	Appointed In	06-Oct-10
GT 04	Nelson, R	Term	Technical Inspector	Resigned	03-Nov-10
SN/PRI	NAME & Initials	Status	Position Title	Disposition	Effective Date
MS	Newey, MS	Reg Force	003784 - IORS	Posted In	12-Jul-10
LS	Nickerson, MOC	Reg Force	N/A	Attached Posted In	11 Jan – 06 Jun 10

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SLt	Otoupal, MD	Reg Force	N/A	Attached Posted In	27 Mar – 30 Sep 10
S-Lt	Otoupal, MD	Reg Force	N/A	Attached Posted In	22 May – 30 Sep 10
Lt (N)	Otoupal, MD	Reg Force	N/A	Attached Posted In	1 Oct 10 – 30 Mar 11
MS	Padovese, E	Reg Force	7 CFSD Edmonton – 049 070	Posted Out	16-Aug-10
GS STS 04	Park, J	Indeterminate	Storesperson	Appointed In	22-Feb-10
LS	Parker, K	Reg Force	CFB Winnipeg – 007 785	Posted Out	23-Aug-10
OS	Parsons, EM	Reg Force	003803 - SOAP Team	Posted In	29-Jun-10
OS	Parsons, EM	Reg Force	N/A	Attached Posted Out	15 Nov – 30 Jun 11
PO2	Paterson, MJ	Reg Force	N/A	Attached Posted Out	09 Aug – 26 Aug 10
WO	Poirier, DJ	Reg Force	N/A	Attached Posted In	06 Apr – 16 Apr 10
GS STS 09	Pollitt, D	Indeterminate	R.R & M Manager	Appointed In	22-Feb-10
LS	Potts, KJ	Reg Force	003805 - Case Worker	Posted In	01-Feb-10
Pte	Poude-Thibault, MPMJ	Reg Force	N/A	Attached Posted In	26 Apr – 08 Jul 10
Cpl	Radke, EA	Reg Force	N/A	Attached Posted In	14 Jul – 14 Dec 10
A-SLt	Ramaniah, SI	Reg Force	N/A	Attached Posted In	01 Oct – 30 Mar 11
A-SLt	Ramaniah, SI	Reg Force	N/A	Attached Posted In	07 Jul – 30 Sep 10

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PO2	Rayment, K	Reg Force	003 769 - SOAP TEAM	Posted In	03-Nov-10
OS	Rechlo, S	Reg Force	003816 - Case Worker	Posted In	29-Jun-10
OS	Rechlo, S	Reg Force	CANFLTPAC HQ – 082 414	Posted Out	12-Jul-10
Cpl	Richard, S	Reg Force	ASU Chilliwack – 071 869	Posted Out	01-Feb-10
Cpl	Richardson, D	Reg Force	ASU London – 054 983	Posted Out	15-Jul-10
Cpl	Richardson, D	Reg Force	CFJSR Kingston – N/A	Posted Out	15-Mar-10
Cpl	Richardson, L	Reg Force	HMCS Ottawa – 028 786	Posted Out	14-Jun-10
2Lt	Rumas, AAR	Reg Force	N/A	Attached Posted In	28 Jun 10-7 Jan 11
OS	Salter, R	Reg Force	003797 - Case Worker	Posted In	29-Jun-10
Lt (N)	Salter, JME	Reg Force	N/A	Attached Posted In	13 Sep 10-11 Mar 11
OS	Seaton, D	Reg Force	N/A	Attached Posted In	14 Jun – 01 Nov 10
SN/PRI	NAME & Initials	Status	Position Title	Disposition	Effective Date
	CPL	Reg Force	N/A	Attached Posted Out	05 Jul – 22 Aug 10
	S-Lt	Reg Force	N/A	Attached Posted In	1 Oct 10-30 Mar 11
	MS	Reg Force	003807 - Storesperson	Posted In	01-Jun-10

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MS	Skogland, RA	Reg Force	N/A	Attached Posted In	31 Mar – 18 Jun 10
MS	Skogland, RA	Reg Force	N/A	Attached Posted In	25 Jan – 30 Mar 10
CPO2	Slenders, SA	Reg Force	N/A	Attached Posted In	08 Nov – 21 Nov 10
GL VHE 10	Smith, G	Indeterminate	Mechanic	Appointed In	05-Jun-10
AS	Therrien, P	Reg Force	N/A	Attached Posted In	03 May – 26 Aug 10
Sgt	Thomas, JMS	Reg Force	003 913 - Veh Floor Spvr	Posted In	04-Oct-10
Ocdt	Thompson, AP	Reg Force	N/A	Attached Posted In	01 Apr – 30 Sep 10
S-Lt	Thompson, AP	Reg Force	N/A	Attached Posted In	1 Oct 10- 30 Mar 11
LS	Tilbrook, PJ	Reg Force	003 798 - Cross Docker	Posted In	26-Jul-10
MS	Tremblay, M	Reg Force	003821 - Fleet Base CAT	Posted In	15-Jan-10
Cpl	Turcotte, SM	Reg Force	003933 - Mechanic	Posted In	12-Jul-10
OS	Turcotte, A	Reg Force	003 826 - Cross Docker	Posted In	23-Nov-10
CR 04	Turlock, Glen	Indeterminate	SCA Clerk	Appointed In	22-Jun-10
LS	Urquhart, A	Reg Force	N/A	Attached Posted In	02 Aug – 23 Oct 10
LS	Urquhart, A	Reg Force	N/A	Attached Posted In	31 May – 14 Jun 10
LS	Valliere, RM	Reg Force	003830 - Storesperson	Posted In	18-Jan-10

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LS	Valliere, RM	Reg Force	HMCS WINNIPEG – 028 070	Posted Out	15-Jan-10
LS	Valliere, RM	Reg Force	N/A	Attached Posted Out	14 Jun – 01 Nov 10
MS	Vezerian, D	Reg Force	HMCS Protecteur – 025 994	Posted Out	17-May-10
MS	Vezerian, D	Reg Force	N/A	Attached Posted In	31 May – 14 Jun 10
CR 04	Voorthuyzen, T	Indeterminate	Stocktaking/Investigations	Appointed In	25-May-10
GS STS 03	Waddell, Bill	Casual	Storesperson	Appointed In	01-Jan-10
GS STS 03	Waddell, Bill	Casual	Storesperson	Appointed Out	31-Mar-10
2Lt	Wakeham, AT	Reg Force	N/A	Attached Posted In	28 Jun 10-7 Jan 11
A-SLt	Walcott, MW	Reg Force	N/A	Attached Posted In	1 Oct 10 – 30 Mar 11
A-SLt	Walcott, MW	Reg Force	N/A	Attached Posted In	27 May – 30 Sep 10
Rank/Class	NAME & Initials	Status	Position Title	Disposition	Effective Date
GS STS 04	Wallace, G	Indeterminate	Storesperson	Appointed In	22-Feb-10
GS STS 03	Wallis, S	Casual	Storesperson	Appointed In	01-Jan-10
GS STS 03	Wallis, S	Casual	Storesperson	Appointed Out	31-Mar-10
GS STS 03	Wallis, S	Casual	Storesperson	Appointed In	10-Aug-10
GS STS 03	Wallis, S	Casual	Storesperson	Appointed Out	15-Sep-10
GS STS 03	Wallis, S	Term	Storesperson	Appointed In	16-Sep-10
GS STS 03	West-Patrick, M	Indeterminate	Storesperson	Appointed In	23-Aug-10
LS	Whalen, P	Reg Force	N/A	Released	08-Dec-10
LS	Whitehead, G	Reg Force	CFB Comox – 011 160	Posted Out	12-Jul-10
GS STS 03	Whitehead, G	Term	Storesperson	Appointed In	01-Nov-10

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Sgt	Whyte, G	Reg Force	JPSU Det Esquimalt – 347 964	Posted Out	16-Aug-10
GS STS 03	Wilkie, D	Indeterminate	Storesperson	Appointed In	23-Aug-10
GS STS 04	Wilkinson, R	Indeterminate	Storesperson	Appointed In	22-Feb-10
MS	Young, CDL	Reg Force	HMCS Winnipeg – 028 067	Posted Out	12-Jul-10
LS	Young, CDL	Reg Force	N/A	Attached Posted Out	21 Jan – 29 Jan 10

BRANCH ESTABLISHMENT BASE INFORMATION SERVICES

Total Military Establishment as at 31 Dec 10: 155
Total Civilian Establishment as at 31 Dec 10: 135
Overall Total Branch Establishment as at 31 Dec 10: 290

Total Military Personnel on Strength as at 31 Dec 10: 113
Total Civilian Personnel on Strength as at 31 Dec 10: 100
Overall Total Personnel on Strength as at 31 Dec 10: 213

MOVEMENT OF BRANCH PERSONNEL

Includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Example Disposition Codes for Military Personnel:		Example Disposition Codes for Civilian Personnel:	
Posted in/out		Appointed in/out	
Attached posted in/out		Assigned in/out	
Released		Resigned/Retired	
Deceased		Deceased	

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
MS		ALLEN, E	Regular Force	Radio Maintenance Technician	Posted in	10-Jan-11

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	CAPT	ANDERSON, R	Regular Force	Deputy Operations Officer	Posted in	14-Jun-10
	MS	ANGELES, M	Regular Force	Operations Watchkeeper	Posted out	27-Jul-10
	LS	ARENSEN, K	Regular Force	Operations Watchkeeper	Posted in	29-Dec-10
	PO2	ARNOT, S	Regular Force	Radio Maintenance Technician RM	Posted in	28-Jun-10
	PO1	ATTRIDGE, B	Regular Force	Operations Watchkeeper OPS	Posted out	13 Dec 10
	CPL	BANGS, J	Regular Force	Line Construction Technician	Posted out	17-Jun-10
	PO2	BARNETT, R	Regular Force	Radio Maintenance Technician RM	Posted out	26-Jul-10
	SGT	BEAUCHAMP, S	Regular Force	Chief Clerk	Posted in	12-Jul-10
	CAPT	BEDLEY, K	Regular Force	Operations Officer	Posted out	12-Jul-10
	GS STS 03	BERGSON, H	Casual	Storesperson	Assigned in	4 Jan - 7 May 10
	GS STS 03	BLAND, R	Casual	Storesperson	Assigned in	13 Jul - 3 Dec 10
	STNDT 00	BORNSTEIN, A	CO-OP	Draftsperson	Assigned in	13-Jan-30 Apr 10
	LT(N)	BOROVICHKOVA, Y	Regular Force	Project Management Officer	Posted in	12 Jul 10
	MS	BOSDET, J	Regular Force	Operations Watchkeeper	Posted out	19-Jul-10
	CS 02	BOYCHUK, L	Indeterminate	Info Specialist Level II	Assigned out (Deployment)	17 Feb 10
	LS	BRASSARD, M	Regular Force	Operations Watchkeeper	Attached-posted in	26-Jul 7 Sep 10
	CS 02	BRITT, K	Indeterminate	Business Analyst	Assigned in (Deployment)	09-Aug-10
	PO1	CALVERT, S	Regular Force	Operations Watchkeeper	Posted in	12-Jul-10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
LS		CARLSON, R	Regular Force	Operations Watchkeeper	Posted out	12-Jul-10
PO1		CHAMBERS, M	Regular Force	Operations Watchkeeper	Attached-posted-in	14-Jun-19 Jul 10
PO1		CHERNEFF, C	Regular Force	Operations Watchkeeper	Posted in	11 Jan 10
LS		CLINTON, K	Regular Force	Operations Watchkeeper	Attached-posted-in	09 Jul-26 Jul-10
LS		COX, W	Regular Force	Client Services Technician	Posted in	14-Jun-10
PO2		CROMWELL, M	Regular Force	Operations Watchkeeper	Posted out	29-Jul-10
LS(W)		DANILA, E	Regular Force	Operations Watchkeeper	Posted out	22-Jul-10
CR 04		DAVISS, L	Casual	Client Services Clerk	Assigned in	20 Jan -23-Jun-10
GS STS 03		DENSLOW, B	Casual	Storeperson	Assigned in	09 Jun - 19-Oct-10
CPL		DIETRICH, T	Regular Force	Line Construction Technician	Posted out	19 Feb 10
PO1		DIXON, C	Regular Force	Operations Watchkeeper	Attached-posted out	03 Aug -1 Sep 10
LS		DONOVAN, B	Regular Force	Operations Watchkeeper	Posted out	09-Jul-10
STND00		DOWSETT, J	CO-OP	Draftsperson	Assigned in	07 Sep - 16 Dec 10
MWO		DUBOIS, N	Regular Force	Technical Maintenance Officer	Attached-posted out	12-Sep-10
LS		ELAKKATI, A	Regular Force	Operations Watchkeeper	Attached-posted in	28-Aug-10
CM 06		EVERSFIELD, G	Indeterminate	Communications Centre Operator	Retired	16 Apr 10
MCPL		FERGUSON, J	Regular Force	Operations Watchkeeper	Posted out	12-Jul-10
CM 04		FICKE, D	Indeterminate	Communications Centre Operator	Assigned out	08-Sep-10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition (Deployment)	Effective Date
MS		FLANNIGAN, G	Regular Force	Operations Watchkeeper	Posted out	1-Apr-10
OS		FRENETTE, N	Regular Force	Operations Watchkeeper Maintenance Technician	Posted in	24-Nov-10
SGT		GALE, R	Regular Force	Operations Watchkeeper	Posted out	23-Jun-10
LS		GALLIE, J	Regular Force	Operations Watchkeeper	Posted in	15 Jun 10
MS		GELINAS, D	Regular Force	Radio Maintenance Technician	Posted in	21 Jan 10
CPL		GERVAIS, R	Regular Force	Telephone Services Technician	Posted out	28-Jun-10
LT(N)		GILPIN, R	Regular Force	Project Management Officer	Posted out	7-Jun-10
LS		GOSLING, S	Regular Force	Senior Technician	Posted in	27-Sep-10
CS 02		GOSSELIN, A	Indeterminate	Information System Specialist Level 2	Assigned in (Deployment)	28-Jun-10
CPO1		GOULDING, D	Regular Force	In Charge of Maintenance Detachment	Posted out	15-Jun-10
PO2		GOULET, P	Regular Force	Operations Watchkeeper	Posted out	30-Aug-10
MAJ		GRENKOW, C	Regular Force	Project Management Officer	Released	20 Sep 10
CS 02		GRENKOW, C	Indeterminate	Project Management Officer	Assigned in	16-Sep-10
CAPT		GULLIVER, P	Regular Force	Project Management Officer	Attached-posted in	15-Oct-10
CR 03		HAISELL, S	Casual	Orderly Room Clerk	Assigned in	17-May- 20 Aug 10
PO1		HARTLEY, E	Regular Force	Work Coordinator Technician	Posted in	28-Jul-10
MS		HARVEY, A	Regular Force	Operations Watchkeeper	Posted in	01 Apr 10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
MS		HARVEY, R	Regular Force	Operations Watchkeeper	Retired	06-Dec-10
CPL		HARVIE, R	Regular Force	Operations Watchkeeper	Posted in	13 May 10
CPL		HAUGHTON, W	Regular Force	Maintenance Technician	Posted out	12-Jul-10
CPO2		HAYES, D	Regular Force	Work Coordinator Officer	Posted out	1 Apr 10
CR 04		HERDA, C	Indeterminate	Administrative Clerk	Assigned in (Deployment)	17 Feb 10
CPL		HERRIOT, J	Reserve Force	Operations Watchkeeper	Attached-Posted in	30 Jul -13-Sep-10
LS		HOBBS, K	Regular Force	Operations Watchkeeper	Posted out	16-Aug-10
CDR		HOLBORN, A	Regular Force	Base Information Systems Officer	Posted out	30-Apr-10
PO2		HOLT, R	Regular Force	Information System Security Officer	Retired	12-Jul-10
CIV		HORNIAC, D	Indeterminate	Radio Maintenance Technician	Assigned in	08 Mar 10
LS		HOWICK, J	Regular Force	Operations Watchkeeper	Posted out	30-Jul-10
SLT		HRYPHORCHUK, D	Regular Force	Project Management Officer	Posted out	14-May-10
LS		HUDSON, S	Regular Force	Operations Watchkeeper	Posted out	1-Apr-10
LS		HUDSON, S	Regular Force	Operations Watchkeeper	Posted in	31-May-10
CIV		JABS, A	Casual	Orderly Room Clerk	Assigned in	1 Mar -07 Jul 10
MCPL		JACKSON, I	Regular Force	Maintenance Technician	Posted out	23-Jun-10
STDNT00		JARVIE, D	CO-OP	Draftsperson	Assigned in	20 Jan - 30 Apr 10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
LS		JENKINS, C	Regular Force	Operations Watchkeeper	Posted in	16-Jul-10
SGT		JENKINS, C	Regular Force	Line Construction Technician	Posted in	01-Jun-10
CR 05		JESSEN, D	Indeterminate	Administrative Assistant	Assigned in	18 Jan 10
CPO2		KIRK, J	Regular Force	Operations Watch Chief	Posted in	12 Jul 10
STDNT00		KOVACS, A	CO-OP	Draftsperson	Assigned in	3 May - 27 Aug 10
PTE		KROEGER, T	Regular Force	Resource Management Clerk	Posted in	19-Jul-10
CPO1		KUYPER, C	Regular Force	Operations Watch Chief	Posted in	10-Dec-10
AS 02		LAMONT, B	Indeterminate	Finance Officer	Assigned Out	20-Aug to 20-Dec-10
CPL		LANGWITH, S	Reserve Force	Operations Watchkeeper	Posted out	31-Mar-10
MS		LAPOINTE, C	Regular Force	Radio Maintenance Technician	Posted out	31-May-10
CR 04		LAVERGNE, A	Indeterminate	TeleAccounts Clerk	Assigned out	15 Feb-31 Aug 10
CR 04		LAVERGNE, A	Indeterminate	TeleAccounts Clerk	Assigned out (Deployment)	1 Sep 10
MS		LEBRETON, M	Regular Force	Operations Watchkeeper	Posted out	19 Jan 10
MS		LEENDERS, K	Regular Force	Operations Watchkeeper	Attached-Posted out	02-Aug-1 Nov 10
CPL		LEFORT, S	Regular Force	Line Construction Technician	Posted in	12-Jul-10
LS		LEMIEUX, F	Regular Force	Radio Maintenance Technician	Attached-posted in	21-Jul - 8 Dec 10
AB		MACAULAY, M	Regular Force	Operations Watchkeeper	Attached-posted in	01-Jun-10
CPO2		MACDONALD, J	Reserve Force	Technical Maintenance Officer	Posted in	01 Sep 10

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Branch Establishment

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
LS		MACKINNON, N	Reserve Force	Operations Watchkeeper	Posted in	08-Nov-10
LS		MANDLEY, T	Regular Force	Operations Watchkeeper	Posted out	24 Feb 10
LT(N)		MARCOUILLER, N	Regular	Operations Watchkeeper	Posted in	16-Aug-10
LS		MARSHALL, D	Regular	Operations Watchkeeper	Attached-posted in	29-Jul-10
CPL		MCAREL, H	Regular Force	Resource Management Clerk	Posted out	12-Jul-10
MS		MCKIVER, G	Regular Force	Operations Watchkeeper	Attached-posted in	27-Sep-30 Nov 10
OS		McNEILL, G	Regular Force	Operations Watchkeeper	Attached-posted in	23-Nov-10
CS 01		MENGUAL, C	Term	Information Specialist Level 1	Assigned in	1 Sep to 15 Dec 10
MS		MILLS, S	Regular Force	Radio Maintenance Technician	Posted out	23-Jul-10
MS		MURPHY, J	Regular Force	Operations Watchkeeper	Posted out	19-Jul-10
OS		MURRAY, R	Regular Force	Operations Watchkeeper	Attached-posted in	18 Jan 10
LS		NARYNSKY, R	Regular Force	Operations Watchkeeper	Posted in	18-Oct-10
AS 04		NASH, A	Indeterminate	Business Management Group Officer	Retired	4 Nov 10
MS		NORMANDIN, C	Regular Force	Radio Maintenance Technician	Released	15 Mar 10
LS		O'DELL, B	Regular Force	Operations Watchkeeper	Posted out	29-Sep-10
MS		OGILVIE, M	Regular Force	Operations Watchkeeper	Posted out	1-May-10
CR 03		PETSCHE, K	Indeterminate	TeleAccounts Clerk	Assigned in	13-Apr-10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	MCPL	PINEDA, E	Regular Force	Operations Watchkeeper	Posted in	19-Jul-10
	CPL	POIRIER, S	Regular Force	Line Construction Technician	Posted in	23-Aug-10
	LS	POULIN, B	Regular Force	Operations Watchkeeper	Posted in	18-Oct-10
	PO2	POWER, A	Regular Force	Chief Clerk	Posted out	12-Jul-10
	MS	PRESTON, S	Regular Force	Operations Watchkeeper	Attached posted out	6 Apr 10
	OS	PYNDUS, S	Regular Force	Operations Watchkeeper	Attached-posted in	18 Oct 10
	CS 02	REID, J	Indeterminate	Computer Systems Level 2	Posted out	18-Jun-10
	MS	REID, W	Regular Force	Operations Watchkeeper	Posted out	03-Dec-10
	CPO2	RICHTER, B	Regular Force	Operations Watch Chief	Posted out	07-Dec-10
	CR 03	ROBERT, J	Casual	Administrative Clerk	Assigned in	27-Sep-31 Dec 10
	GS STS 03	ROSS, D	Indeterminate	Storesperson	Appointed in	01 Feb 10
	MCPL	RUTSCHKA, T	Regular Force	Operations Watchkeeper	Posted out	12-Aug-10
	PO1	RYAN, S	Regular Force	Maintenance Technician	Posted out	09 Aug 10
	CPL	RYDER, R	Regular Force	Systems Technician	Posted in	12 Jul 10
	MS	SAMPSON, J	Regular Force	Radio Maintenance Technician	Posted in	06-Apr-10
	MS	SCHULTZ, M	Regular Force	Operations Watchkeeper	Posted out	26-Jul-10
	LS	SEARS, A	Regular Force	Operations Watchkeeper	Posted out	26-Jul-10

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Branch Establishment

SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	CAPT	SHEINK, A	Regular Force	Project Management Officer	Posted out	29-Jun-10
	LS	STANSFIELD, T	Regular Force	Technician	Posted out	21-May-10
	2LT	STEVENSON, R	Regular Force	Work Coordination Officer	Attached-posted in	06-Dec-10
	PO2	STOHL, J	Regular Force	Operations Watchkeeper	Attached-posted in	19-Jul- 18 Aug 10
	CR 04	STYFFE, C	Casual	Financial Leasing Clerk	Assigned	4 Jan - 11 May 10
	PO2	THOMAS, C	Regular Force	Information System Security Officer	Posted in	26-Jul-10
	LS	THORN, B	Regular Force	Operations Watchkeeper	Posted out	29-Apr-10
	MS	TIV, K	Regular Force	Radio Maintenance Technician	Posted in	07-Jun-10
	AS 01	TOTH, Z	Indeterminate	Communications Security Custodian	Appointed in	01-Sep-10
	CPO2	TURCHYN, M	Regular Force	Operations Watchkeeper	Posted in	08 Jul 10
	LS	VIRGIN, B	Regular Force	Operations Watchkeeper	Posted out	22-Jul-10
	CS 01	WADEL, R	Casual	Information Systems Level 1	Assigned in	7-Jun to 3-Sep-10
	AB	WALCZAK, M	Regular Force	Operations Watchkeeper	Attached-posted in	26-Jul-10
	CIV	WEBSTER, D	Indeterminate	Information Systems Level 1	Retired	26-Nov-10
	PO1	WESTWOOD, L	Regular Force	Operations Watchkeeper	Posted out	09-Jul-10
	CR 04	WHITE, E	Indeterminate	Client Services Clerk	Assigned in	04 Oct 10
	PO2	WILKIE, C	Regular Force	Operations Watchkeeper	Posted in	11-Aug-10
	LT	WILSON, M	Regular Force	Project Management Officer	Attached-posted in	01-Sep-10

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SNPRI	Rank/Class	Surname & Initials	Status	Position Title	Disposition	Effective Date
	PTE	WITTMANN, E	Regular Force	Line Construction Technician	Posted in	06 Apr 10
	LCOL	WOOLLEY, M	Regular Force	Base Information Services Officer	Posted in	28-May-10

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Branch Head/Commanding Officer's Assessment

BASE COMMANDER OVERALL ASESMENT

1. It was my privilege to assume Command of Canadian Forces Base Esquimalt from the outgoing Base Commander, Captain (Navy) M. Hallé, on 6 July 2009. In the turnover effected between myself and Captain (Navy) Hallé, I appreciated greatly the enormous undertakings and tasks that are fulfilled daily by the men and women of the Canadian Forces Base Esquimalt Defence Team.
2. Canadian Forces Base Esquimalt, comprising of eight Branches, continued to play a critical role in supporting the ships and sailors of the Fleet, Fleet Maintenance Facility CAPE BRETON, numerous integral and lodger units, as well as a variety of separate Canadian Forces operations. Particular to 2010 was the successful execution of support to the 2010 Vancouver Winter Olympic Games in February. Also of note during the entire year was the support to the numerous celebratory events in recognition of Canada's Naval Centennial. Major events included the Freedom of the City parade in May and the International Fleet Review in June.
3. The Base consists of more than 12,000 acres of land; stretching from Masset in the Queen Charlotte Islands, to Matsqui on the British Columbia mainland, comprising of over 1,500 buildings. The Base notional allocation for FY 10/11 was \$87.5 M to support what is in essence, a \$132 M "plus" operation.
4. A word now in regards to the Base's involvement with the regional municipalities of Greater Victoria. This is most aptly reflected in our annual Government of Canada Workplace Charitable Campaign. As it was conducted in unison with the local United Way Campaign, the men and women of Canadian Forces Base Esquimalt and the greater Formation of Maritime Forces Pacific, raised and contributed in excess of \$759,578. This is a sizeable and noted contribution that I am extremely proud to see will be shared and distributed amongst the various agencies and organizations within our greater community, all of whom stand to benefit.
5. As is evident in reading the Branch Head assessments that will follow, the most critical issues that continue to confront the Base, were personnel shortages, budget allocation and the ongoing challenge of infrastructure renewal/upkeep. Notwithstanding these challenges, the Defence Team of Canadian Forces Base Esquimalt remained united and determined in continuing to provide commitment and service that were second to none.

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BRANCH HEAD ASSESSMENT

BASE ADMINISTRATION BRANCH

6. The Base Administration Branch is a widely dispersed unit composed of diverse employee groups working for sections with various mandates but with one common focus: personnel support. Base Administration employs more than 500 personnel in seven sections ensuring numerous services are available to Defence Team members.
7. The main priorities of Base Administration included multi faceted support to International Fleet Review and the Canadian Naval Centennial; upgrading of all accommodation buildings at CFB Esquimalt; and, addressing the continued shortage of deployable military cooks as well as increase in costing for Base Food Services.
8. Base Administration, through assistance from many sections, offered services and support for both the International Fleet Review and Canadian Naval Centennial. Support included: multiple publications and brochures produced by Lookout including the main Navy Day Booklet; the Naval Museum arranging a Naval re-enactment at Fort Rodd Hill Historical Site from 11 to 13 June which was received by over 25,000 visitors; food services for breakfasts and barbeques from Base Foods; and, PSP arranged events including a hockey tournament, sport tabloid day and the Naval Centennial Navy 10K.
9. Base Accommodations completed a full inventory of all furnishing throughout Base and instituted a lifecycle policy of 15% annually. This new policy improved the standard of all 700 rooms with the lifecycling of mattresses, linens and all basic furnishings. In addition to these purchases, all buildings saw more specific expenditures as required. Both the Wardroom and Chief & Petty Officer's accommodations saw significant room improvement to increase the comfort provided to visitors including suite development and purchase of larger furniture. Work Point received new laundry facilities and fridges throughout the rooms. Nelles Block's main improvements were made to the lounges and rooms of the Primary Leadership Qualification wing which was to encourage team work among candidates.
10. MARPAC has been experiencing a critical shortage of deployable military cooks. As seen in the previous year, Base Food Services' ability to adequately support operations and training was strained due to running of six galleys. Civilians employees remain to be staffing many military billets which are left empty due to operational needs and medical restrictions. An extensive review of staffing was completed in the Summer of 2010 and decisions for baseline staffing will be made in January 2011. In addition to personnel issues, a review of current menu pricing was completed in the Spring. Due to changes in costing cycle menu recipes, a menu price increase went into effect 1 November 2010. Future price reviews will be completed at the beginning of each fiscal year.

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BASE CONSTRUCTION ENGINEERING BRANCH

11. The Base Construction Engineering Branch again faced a very challenging year in 2010. The most significant challenge, by far, was dealing increased workloads, due mainly to budget issues. Our Infrastructure Maintenance and Repair (IM&R) budget was severely reduced for most of the year, with a large increase in funds towards the end of the year causing:

- a. Severe reductions in the use of contracts for the majority of the year meant shops had to do a lot of work that was normally contracted out, adding to the backlog of repair and maintenance work and reducing our inadequate preventive maintenance program even further;
- b. Severe increases in the use of Contracts late in the year, increased the workload of the Contracts Section substantially;
- c. The in-year addition of a large number of projects into implementation plan due to a significant increase in budget caused considerable doubt when trying to forecast completion dates and project costs;
- d. New work – including support to the Winter Olympic Games and for the submarine battery charging program; and
- e. Re-organizing the in-year budget and subsequent year Capability Plan multiple times to meet evolving pressures and changing funding levels.

12. In October 2010, CMS issued direction that Maritime Bases would be directed to spend 0.7% Realty Replacement Cost on IM&R in each of the three upcoming fiscal years. For BCE Esquimalt, this represents \$9.89M in 2011/12, approximately twice the expenditure level in 2010/11. Concurrently, restrictions on civilian hiring were promulgated, making plans to significantly increase capacity in BCE extremely challenging. Analysis indicated that only once in the recordable past has BCE spent close to the 0.7% RRC level. Plans began to develop change within the BCE Branch to increase capacity in ways that would not require additional SWE. This analysis was extremely time consuming and arduous, and time will tell if it will be successful.

13. Other major challenges in 2010 included:

- a. Staffing issues due to:

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 Branch Head/Commanding Officer's Assessment

- i. Some long-term absences due to illness and deployments;
 - ii. SWE funding restrictions and inability to find qualified personnel / personnel willing to work on a term basis caused workload problems in Finance, Customer Service, Heating Plant, Refrigeration Shop and the Procurement Section;
 - iii. Hiring restrictions late in the year compounded this issue; and
 - iv. A shortage of qualified Construction Engineer NCMs CF-wide left the Naval Construction Troop with just over 50% of their PML for most of the year. When new personnel arrived, most were QL3, requiring substantial on-job-training; and
 - b. DCC support issues - a convoluted DCC Bid-ability and Build-ability (B&B) process caused significant changes to the timelines and delivery dates of several planned projects in 2010. The consequential delays in tendering and contract awards resulted in significant large dollar carry-overs forecasted into Fiscal Year 11/12. BCE and DCC started working on streamlining the cumbersome B&B review process in late 2010.
14. Although 2010 presented challenges, the branch built on some of the successes from 2009 and initiated some new programs. Specific achievements include:
- a. Process Improvement System – was initiated by the Branch in 2009 to review existing procedures and provide recommendations towards continued improvement in all areas. Some outstanding improvements have been realized in:
 - i. Return to Work Program, which has resulted in measurable increases in early returns to work;
 - ii. Material procurement processes which has ensured financial guidelines are followed, eased the workload on the shops and enabled supervisors more time to better coordinate the daily workload;
 - iii. Work flow procedures in the Operations Section have resulted in the more efficient use of contracts and shops during changes in Branch funding levels and improved work procedures for work orders from outlying areas;
 - iv. Tool management/accountability in the Tool Crib; and

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- v. Project Management, including implementation of a Project Timeline Template, Project Finance Template and improved project tracking.
- b. Master Real Property Development Plan (MRPDP) – the MRADP that was started in 2008 was completed by the end of 2010, with endorsements throughout chain of command. Final approval by Minister is expected in early 2011;
- c. Facility Condition Assessments (FCA) of buildings at Colwood, Dockyard, and the Messes were completed and uploaded into "VFA.facility" database. Additional FCAs were completed for all of Naden are pending upload into the database; and
- d. Archibus Space Planning Database was procured and started to be populated by using Co-op students to gather and enter data and drawings into database. This will allow for better space management at CFB Esquimalt and the Formation. As of 2010 the highest profile buildings in Dockyard are residing in database.

15. The demands put on the Branch in 2010 were considerable. The unexpected challenges presented by the in-year budget changes and SWE restrictions were difficult but the BCE Branch staff rose to the challenge and also made some significant improvements on the way.

BASE COMPTROLLER BRANCH

16. Base Comptroller Branch continues to manage the financial resources and financial plans for CFB Esquimalt. In the current fiscal environment, requirements continue to generate the need for more detailed analyses and more thorough strategic outcomes. Simultaneously, the Base Comptroller Branch also endured significant personnel churn in the past year. Although business processes continued to provide good customer service, the variances and vacancies caused by the changes in personnel have limited the corporate knowledge retained within the Branch. However, despite these challenges, Base Comptroller Branch continues to put in place strong controls and efficient processes to ensure financial resources and plans are properly managed.

17. One of the most significant staff challenges this year was the re-classification of the Financial Management Supervisor position. Although its original results were for an FI 01, the Base Comptroller Branch has since re-organized to provide an FI 02 position. In addition, for succession planning, the decision has also been made to leave one CR 04 position vacant and fund the AS 01, moving it from Financial Planning to Financial Management. Both positions are still vacant, but the summer has been identified as the

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timeline for staffing. This re-organization will provide more analyses and a more robust training program for all financial managers within CFB Esquimalt.

18. Base Comptroller Branch continues to use sound management practises to face these challenges. Although additional churn in personnel is expected, precautions and measures have been put in place to maximize the corporate knowledge retained within the Branch and within CFB Esquimalt.

FORMATION SAFETY AND ENVIRONMENT

19. Formation Safety and Environment experienced a change in leadership with the hiring of a new Formation Safety and Environment Officer and significant turnover in the safety section. The organization also experienced many successes including providing safety and environmental support to the Joint Task Force Games in support of the Vancouver Whistler 2010 Winter Olympics and the International Fleet Review.

20. In addition to supporting these events, Formation Environment continued to access funding from the Treasury Board Federal Contaminated Sites Action Plan (FCSAP) program to reduce liability by assessing and remediating contaminated sites at CFB Esquimalt properties. The program was also used to fund one contract position, and two student coop positions.

21. The Species at Risk Act (SARA) continued to play a prevalent role for the organization with the designation of critical habitat for species occurring on training and exercise areas. In 2010 there were 40 land based and 24 marine SARA listed species occurring in land and sea ranges. The impact to MARPAC operations was worked on in 2010, however it is continuing to evolve as implementation of the legislation matures. To help better define endangered species on CFB Esquimalt properties a biologist was hired on a casual basis. In addition to regulatory involvement with SARA this year the formation also received increased visitation from Environment Canada assessing compliance to the fuel storage tank regulations and chromium and electroplating regulations.

22. There were many staff turnover changes within Formation Safety during 2010. The Formation Safety Officer (F Safe O) was staffed on an indeterminate basis along four additional staff members. The new staff included a non-ionizing radiation safety officer, a civilian safety program officer, a military safety program officer, and a new safety administrative assistant. There were also three individuals who departed safety during this same time period. Due to the significant staff turnover the safety program had focussed on an internal reorganization of program delivery and training of personnel in their respective program areas.

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 Branch Head/Commanding Officer's Assessment

23. One of the key achievements of the safety program was improved outreach and contact with units and branches through participation in JOSHE and workplace health and safety committees. The focus of the safety program has been to increase awareness and prevention programs in order to prevent injuries across the formation. One of the pivotal successes was the release of the Class Safety and Environmental Management System manuals for the major warships in the fleet. Although the manuals have been around for ten years this was the first attempt to integrate safety into the management system for the fleet.

PORT OPERATIONS AND EMERGENCY SERVICES BRANCH

24. Once again 2010 was a busy year for the Port Operations and Emergency Services Branch during which a broad spectrum of operations and exercises were conducted. The Branch started the year supporting OP PODIUM, the military support to the Vancouver Winter Olympics. The Auxiliary Fleet had a leading role in the installation and subsequent dismantling of the floating force protection barriers which were used to protect key venues. In April, the Fire Hall's capabilities were demonstrated when they responded to a major fire in the newly constructed HAZMAT facility. Working in difficult conditions, they extinguished the blaze and averted major damage to the facility; an effort that was recognized with a Base Commander's commendation which stated:

"Fire Platoon Two's initiative, dedication and professional ethos were instrumental in the successful prosecution of the fire in the Base Hazardous Material Building in the early morning hours of 15 April 2010, and were in keeping with the highest standards of the DND fire service."

25. The year of the Naval Centennial also brought twelve visiting ships from five nations to join the Canadian Pacific Fleet for an International Fleet Review from 9 to 14 of June. This concentration of warships which included the USS RONALD REAGAN, was the busiest Esquimalt harbour had ever been. Over a period of six days, ships were brought alongside, serviced, placed at anchor for the review, and then brought alongside again. From berthing support, to ship movements, to supporting ships at anchor and alongside, this event stretched the Auxiliary Fleet capacity to the maximum. Their efforts were recognized with an Admiral's commendation which stated:

"The Auxiliary Fleet is commended for their initiative, dedication, flexibility and consummate professionalism which were instrumental in delivering a world class International Fleet Review."

26. The Fleet Review also taxed the Port Security Section and Military Police to the maximum as they created and supported a force protection and security posture that ensured the safety of the visiting ships and VIPs while ensuring the Canadian public access to celebrate their Navy.

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27. In August, the Branch was tasked to support OP POSEIDON which was military support to the Royal Canadian Mounted Police and Canada Border Services Agency in dealing with illegal migrants arriving onboard the MV SUN SEA. Base Operations led the effort, working with stakeholders to convert D Jetty into a secure reception and processing area. The Military Police and Port Security Section provided outer security and the Auxiliary Fleet ensured the SUN SEA was brought alongside and monitored for safety. The operation was conducted flawlessly; however, in the early morning of 28 September, the SUN SEA, which was still alongside D jetty, began taking on water and developed a list of 15 degrees. It was only through the quick action of the FIREBRAND crew, working in very difficult conditions that the vessel was saved from sinking. In October, MV SUN SEA was removed to a new berth in Nanaimo.
28. The year 2010 was also a year of fiscal rebalancing and reorganization for the Branch. The 2010/11 budget reduced branch allocations from \$25.5M to \$22.5M. This forced a realignment of the base security posture, a reduction in Commissionaires and the disbanding of the Port Security Section upon completion of the Fleet Review. Additionally, it was decided to move the Base Imaging Section from Port Operations and Emergency Services Branch to Maritime Forces Pacific J36 to have it more closely align with the Halifax model.
29. The year 2010 was also a year of significant infrastructure investment. After years of planning, construction commenced on the new Fire Hall and Emergency Operations Centre. The Small Boat Float project was approved and the project to replace A and B jetties continued to progress toward approval. As the major stakeholders, Port Operations and Emergency Services Branch staff remained closely engaged with all of these initiatives.
30. A year of tremendous challenge and change, 2010 saw the Branch fully support all operations while undergoing reorganization and significant reductions. The disbanding of the Port Security Section, which had done such tremendous work for the past nine years, was particularly painful. Their service during the Fleet Review highlighted the capability that they have delivered over the years and was a suitable milestone with which to end. Port Operations and Emergency Services Branch looks forward to the challenges of 2011 as a smaller, yet still very capable unit.

BASE LOGISTICS BRANCH

31. The mission of Base Logistics is to generate and sustain "Logistics support to the Warrior". The main functions are; materiel management and distribution, procurement and contracting, and transportation.
32. 2010 was a busy and interesting year for Base Logistics. A summary of challenges and successes include:

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Branch Head/Commanding Officer's Assessment

- a. completing warehouse consolidation projects to create free space for the upcoming HCM FELEX;
- b. the grand opening of the new Hazardous Materiel (HAZMAT) Facility by the Minister of National Defence, Hon. Peter Mackay, on 8 September 2010;
- c. the Colwood fuel facility had a very productive year and completed in excess of 300 fuelling operations without incident;
- d. the re-introduction of the executive curl for Naval Officers commenced in 2010 and Clothing Stores began a project with the Base Tailor to complete alteration of tunics;
- e. Base Logistics successfully achieved its goal of Progressive Excellence Program, Level 1, with the National Quality Institute;
- f. the Technical Services Section completed over 14,000 inspections;
- g. the Procurement and Contracting Cell processed over 18,000 Purchase Orders;
- h. the High Priority Cell supported over 900 priority requisitions; and
- i. The Quality and Continuous Improvement Cell completed the mapping of approximately 800 processes in BLog.

33. The Branch participated in, or provided logistical support to several operations and exercises such as: OP PODIUM for the 2010 Olympics, CNC, RIMPAC, TGEX, OP AMISTAC and MARSECPAT. Base Logistics also continued to contribute to the Canadian Forces mission in Afghanistan by supplying eleven members throughout the year.

34. The Branch suffered from a shortage of Supply Technicians and a high turnover of civilian personnel. However, despite the human resources shortages, the Branch successfully supported all taskings and customers.

36. Base Logistics is eager to meet and overcome the many challenges we will meet in 2011.

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 Branch Head/Commanding Officer's Assessment

BASE INFORMATION SERVICES

36. The numerous and sometimes shifting operational demands placed on Base Information Services (BIS) military and civilian staff are significant, and often require extraordinary commitment to duty. As in previous years, the heavy workload continued to demonstrate the increasingly integral part that communications and information systems play in every aspect of the Formation's business, and the rapidly changing technology increased the complexity of delivering the services and support required by Formation clients. Restrictive staffing policies and a cumbersome staffing process resulted in approximately 38% of BIS positions remaining unencumbered, though temporary relief was obtained for some positions through the hiring of casuals, students and interns.
37. Operating and maintaining IT services in antiquated and inadequate building infrastructure remained a challenge, though some improvement was seen with the completion of the D199 server room air conditioning system. Requests for a new main distribution facility (MDF) and a purpose-built IT building have been accepted as capital projects by Director Maritime Infrastructure (DMI), with expected completion dates respectively of 2012 and 2020.
38. The N6 subgroup of the Naval Transformation Planning Team (NTPT) was initiated in October with a mandate of validating the Navy Strategic Analysis Team's recommendations for reorganization and alignment of east and west coast N6 functions. Significant progress was made towards a workable organizational structure which, while different from the NSAT model, has received CMS approval for continued work. The proposed organization includes a strengthened central N6 function to be staffed using personnel offsets from the coastal Formations.
39. BIS continued to contribute personnel to the Canadian Forces (CF) mission in Afghanistan by supplying four members throughout the year to directly participate in the mission, and by maintaining rear-link communications. BIS provided incremental tasking support to Operations Gold, Podium, and Nunavut, and to Canadian Naval Centennial celebrations. Given the extremely demanding mandates and scarcity of human resources, this had a significant impact upon BIS, but these were contributions BIS was proud to make.
40. A significant portion of the BIS training budget was allocated to increasing the exposure of Branch personnel to Information Technology Infrastructure Library (ITIL) concepts in an ongoing effort to improve our business processes and management practices. This investment in ITIL has positioned BIS to make valuable and significant contributions to the work of the NTPT and to the Enterprise Information Technology Service Management (EITSM) Project in their rollout of the Axios Assyst application.

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 Training Completed

BASE ADMINISTRATION

The following records have been extracted from HRMS PeopleSoft and includes military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Training Provided	Number of Personnel Trained
Department Operations	5
Informatics	12
Human Resources	13
Certification Licence	5
Communications	4
Occupational Health and Safety	2
Management	8
Finances	2
Administration/Material/Tech Svcs	89
Employee Competencies	4
Official Languages	0
Training Provided (not captured in HRMS)	Number Trained
Expenditure Management Course	15
RC Managers Training	9
ACC Training	1

C1/C5

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 Training Completed

BASE CONSTRUCTION ENGINEERING

The following records include military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Training Provided	Number of Personnel Trained
Douglas Low Voltage Lighting	11
Power System Safety Protection Module 5	23
Power System Safety Protection Module 6	9
Power System Safety Protection	26
High Voltage Cable Splicing	6
Aerial Lift Operation	54
Fall Protection	40
Fuel Tank/Fuel System Inspection training	2
Urban Search & Rescue (USAR) Training	30
Hazardous Materials Emergency Response Training	22
Back/lifting Training	96
Respiratory Protection	105
CSPS – Essentials for Managing in the Public Service	1
Controlled Technology Access And Transfer (CTAT)	240
Archibus Training	3
VFA Training	17
Mentoring and Coaching Professional Development Workshop	30

C2/C5

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Training Completed

BASE COMPTROLLER

Training Provided	Number of Personnel Trained
Windows Programs	2
Writing	2
Occupational Health and Safety	1
Law of Armed Conflict	1
Financial Mgmt	1
Intro/Protection Controlled Goods	8
Expenditure Management Course	2
RC Managers Training	1
ACC Training	1
Sig Sauer Pistol	1
C-7	1
CBRN	1
ASP	1
UFO/Restraints/OC	1

C3/C5

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Training Completed

BASE LOGISTICS

The following records include military personnel (Regular Force and Reserve Force) and civilian personnel (casual, term and indeterminate).

Training Provided	Number of Personnel Trained
Administration	170
Safety and Environment	637
Finance	160
Functional Specialist	28
Hazardous Material	4
Professional Development Day	143
Technical	456
Miscellaneous	468

C4/C5

Annex C
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Training Completed

BASE INFORMATION SERVICES

The following records include military personnel (Regular Force and Reserve Force) and civilian personnel (term and indeterminate).

Training Provided	Number of Personnel Trained
AN/FCC 100	6
HF/LF	4
CISCO Networkers Live	3
ITIL courses	8
Visual Studio 2008	4
LCC Courses	60
DND Mandated Miscellaneous	246
Pro D Day - 29 Nov 10	97

C5/C5

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1325-1 (B Comd)

Headquarters
Canadian Forces Base Borden
Borden, Ontario
15 Feb 72

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Canadian Forces Headquarters
Department of National Defence
Ottawa, Ontario
K1A 0K2

Attention: Directorate of History

ANNUAL HISTORICAL REPORT
CFB BORDEN - 1971

1. In accordance with CFAO 71-7, attached is CFB Borden's detailed historical report for the year of 1971.

Annex A -- Major changes in functions, organization, equipment or location;

Annex B -- Operational undertakings, major projects undertaken or completed, training exercises engaged in and training courses conducted locally;

Annex C -- Special events, visits, ceremonial occasions, Honours and Awards and loss or damage of a major nature;

Annex D -- List of officers and number of warrant officers, non-commissioned officers and men on strength as of 1 Jan 71.

2. The Base's average monthly population figures are as follows:

a. Service personnel living in PMQs and single quarters	2354
b. Service personnel living off the base	469
c. Dependants living on base	4298
d. Civilian employees living on base	12
e. Civilian employees living off base	1336

3. Approximately 2409 dependant children attend four public schools and one secondary school on base. Population figures for the secondary school averages about 665.

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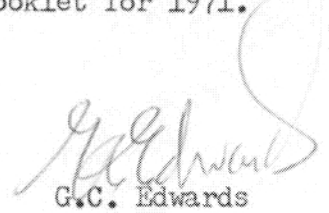
4. There are eight military schools on Base as follows:
- a. Canadian Forces School of Administration and Logistics (CFSAL);
 - b. Canadian Forces School of Aerospace and Ordnance Engineering (CFSAOE);
 - c. Canadian Forces Medical Services School (CFMSS);
 - d. Canadian Forces Dental Services School (CFDSS);
 - e. Canadian Forces School of Intelligence and Security (CFSIS);
 - f. Canadian Forces Nuclear, Biological and Chemical Warfare School (CFNBCS);
 - g. Canadian Forces School of Physical Education and Recreation (CFSPER);
 - h. Canadian Forces School of Instructional Technique (CFSIT).

Note: A synopsis of each school's training role is included in the Base Borden Information Booklet.

5. The base supports eleven lodger units as follows:
- a. Canadian Forces Ammunition Depot;
 - b. Air Traffic Control Standards Team;
 - c. Canadian Government Printing Bureau;
 - d. Combat Training Section (Militia);
 - e. Emergency Hospital Services (OHSC) Casualty Attendant School;
 - f. Regional Medical Equipment Depot;
 - g. Regional Social Work Office;
 - h. Special Investigation Section;
 - j. Regional Emergency Government Headquarters (Ontario);
 - k. Training Command Management Study Unit;
 - m. 706 Communications Squadron.

6. Enclosed is the Base Information Booklet for 1971.

Encls.


G.C. Edwards
Commodore
Base Commander CFB Borden

Annex A to
1325-1 (B Comd)
Dated 15 Feb 72

JANUARY

Base Maintenance. A submission was made to CFHQ to have the GCA Radar personnel and three Radio Techs of Base Maintenance Section deleted from the B Maint Establishment and added to that of CFSAOE. CFSAOE will then be responsible for their own maintenance and repairs to the GCA equipment and the ATC Trainer. The personnel were attached to CFSAOE effective 11 Jan 71, pending approval from CFHQ.

The Control Tower and Transmitter Sites at CFB Borden were closed down. The equipment which was on charge to B Maint Sect was in the process of being disposed of at the time of reporting.

Instructions were received to close down the Airfield Beacon. Dismantlization of this equipment was to begin on receipt of disposal instructions.

As a result of the above mentioned changes, the B Maint Establishment was decreased by nine Radar Techs and three Radio Techs. The new Establishment was received and is being changed due to changes in the vehicle inventory on the base.

As a part of the consolidation of NPF activities, the offices of the Borden Citizen and the Base Exchange were relocated in building E-130. (See clipping #7).

FEBRUARY

610 111 338 Lt (S) Eisinga J. reported for duty to relieve Capt V. McDougall as B Secur O who will commence his Cyprus tour 25 Apr 71. Lt. Eisinga is attached posted.

MARCH

Base Borden acquired a new postal service effective 31 March. (See Clipping #23)

APRIL

The Base Community Council met informally on the morning of April 15 to bid farewell to Major C.E. White who completed his term as Mayor. (See clipping #28)

The Borden Community Library was relocated in building E-102 from building P-14.

Mr. Fred Cannon, Lake Erie Chemical Co., and Mr. George Scully put on two demonstrations on riot control equipment.

Capt V. McDougall commenced his Cyprus Tour.

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The South Annex of the Base Borden Corporals' Club, moved from building A-65 back to their newly renovated old building, A-47. (See Clipping #24).

The equipment required for completion of the operating room at Base Hospital arrived and the operating room was re-opened for dental and minor surgery. Authority to hire the necessary specialist and consultant staff was received and the appropriate personnel were hired.

With the re-opening of the operating room, dental surgery makes its appearance in Borden. (See Clipping #25).

MAY

Capt J.E. Solomon succeeded Capt J.T. Stuart as Base Exchange Officer. (See clipping #34)

The Adm Office of the Algonquin Club moved to building T-117, the Junior Ranks Administrative Office.

During the month, the badly worn and ineffective X-Ray unit was removed after being condemned by a technical representative and replaced by a portable field unit.

JUNE

A fire access road was constructed from the Hanger Lines to the Lisle Road.

Major N.J. McGee assumed the duties of Officer Commanding Supply Company, CFSAL. He succeeded Major Jones who is posted to CFB Cold Lake. (See clipping #37)

JULY

Major (A) D.R. Winchester assumed the duties of Commandant of the CFNBSC School on 5 Jul. (See Clipping #45).

CFSIT arrived at Borden on relocation from the closing of CFB Clinton. (See Clipping #44).

On 10 Jul, Capt E.B. Hall, Chap/RC, newly enrolled in the services, from the Diocese of Antigonish, N.S., joined the staff of the RC Chapel.

The branch organization of the Base Comptroller has been adjusted from a three prong format of Org & Est, Mgt Svcs and Acctg Svcs to a two prong format with Org and Est functions being incorporated under Mgt Svcs. The duties of Org & Est O have been included in Mgt Svcs Officers duties and the officer position used in Internal Audit Group under Mgt Svcs.

When Combat Arms School moved to Gagetown in the summer of 1970, an Establishment Change Proposal was submitted to reduce the Base Maintenance

Establishment to 155 all ranks. The majority of personnel who became supernumerary as a result of CAS's move have now been posted and it was anticipated that Base Maintenance Section would be reduced to the proposed level of 155 all ranks by August 1971.

The last major re-organizational move for B Maint as a result of CAS's leaving was completed this month when the Heavy Equipment Section was moved from building A-175 to building O-95. All B Maint activities, with the exception of small servicing sections, are now located in one building, O-95.

The following Construction Engineering projects which were necessary as a result of the reorganization of B Maint are now in progress:

- a. Relocation of Small Arms Shop from A Wing to C Wing;
- b. Relocation of Component Shop from A wing to B wing;
- c. Relocation of the Electrical Shop within C wing;
- d. Relocation of the Spray Paint Booth from B Wing to A Wing;

This work will complete the reorganization of B Maint.

AUGUST

The changeover to the new Pay Guides commenced.

The addition to the Mens' Mess Hall, Building O-110, was completed.

The 1971 Base Borden Community Council was elected. (See Clipping #55)

SEPTEMBER

Major H.P. Harmsworth assumed the duties of Commandant of CFSIT in a change of command ceremony on 3 Sep. (See clipping #62).

The Accounting Support Section of Borden CANEX passed from the control of the Base Exchange Officer to the NPF AO effective 1 Sep. At that date, the personnel of the section moved to Building A-72.

Base CE assumed the DCL function for O&M of REGHQ (Ont) effective 1 Sep. The Building Supervisor will be a section head under BCEO.

The recent amendment to CFP 120, Chap 3, Sect 3 as it affects the Engineering and Planning Officer has been implemented. The new Requirements Officer vice Planning Officer will be 2 i/c of the section in the absence of the BCEO.

The new Management Information System was designed by CFHQ/DOM to improve the "CAFC 2149" system used by maintenance organizations for the past decade. The aim of the new System was to up-date the information collected and adapt it to meet the requirements of automated data processing. The new system, the Land Ordnance Maintenance Management Information System (LOMMIS) required the development of several new forms.

At the Base level, five new forms which will replace the present work order and time accounting forms, are required in the LOMMIS. A brief training session was conducted to train the personnel of B Maint on these forms. On 1 Aug, B Maint Sect commenced using four of the forms applicable to time accounting. These forms have presented very few difficulties to this period.

Although the new system has worked efficiently, there has been no appreciable reduction in the work load for the clerical staff. The remainder of the LOMMIS is scheduled to be taken into use in Jan 72.

Base Borden was the host for the Organization of Military Museums of Canada Seminar on 27, 28 and 29 Sep 71. (See clipping #65)

The annual United Appeal Campaign got underway on 27 Sep. (See Clipping #68)

OCTOBER

Major George B. Wood, Base Borden Co-ordinator for the United Appeal was one of the speakers at the official opening of the Barrie District United Appeal Campaign. (See clipping #69).

The Ojibwa Club, Building A-156, was closed and all Pay Level 3 students are now attending the Algonquin Club, Building E-172.

The Social Centre was relocated from building T-65 to building A-156.

Commodore G.C. Edwards, Base Commander CFB Borden, and the Senior Protestant and RC Chaplains turned on Project Pipeline. (See Clipping #70)

The Base Commander officially opened the Canada Savings Bond Drive. (See Clipping #73)

The officers and men of CFSAL paraded to honor the retirement of their Commandant, Colonel W.J. Rankin. (See clipping #75).

The construction of Management Information System Number 2 Data Processing Centre was tendered for commencement in Borden in the winter of 71-72 (See Clipping #76)

NOVEMBER

The Base Borden United Appeal contributions exceeded its 1971 target. (See Clipping #78)

The Base Military Police Section held a hand-over parade 15 Nov to mark the return of Capt V. McDougall as B Secur O and to bid farewell to Lt. J. Eisinga who was A/B Secur O in the absence of Capt McDougall. (See Clipping #82)

On 26 November, Major A.A. Camfield, RAOC, handed over his exchange appointment as Senior Training Officer, CFSAL to Major M.J.H. Connally. (See Clipping #83)

Capt R.R. Scott, Base Adjutant, CFB Borden, retired from the Canadian Armed Forces 4 Nov, after serving 34 years of continuous service. (See clipping #84)

Capt H.L. Ayerst assumed the duties of the Base Adjutant 4 Nov.

On 29 Nov, Capt M.G. Belcher was appointed Acting Base Adjutant during the absence of Capt Ayerst who was being hospitalized for an indefinite period of time after suffering a coronary attack on 26 Nov.

CE Utilities sub-sections have moved from Building E-133 and S-116 to E-141.

DECEMBER

The Word Processing Centre was implemented in CE Headquarters, A-165.

Capt J.M. Wheelhouse assumed the duties as Adm O at the Base Hospital.

JANUARY

Four Pay Level 4 Vehicle Techs attended the Pay Level 5 Veh Tech training.

One corporal attended an M109 SP Gun Veh Maintenance course at CFB Kingston.

On 27 January, one MWO proceeded on a Radiation Safety Officers course (NBC 17) at CFB Borden.

The second phase of the new Financial Management System on base was implemented. Each Responsibility Centre completed a monthly budget in 1971/72 fiscal year. These budgets were consolidated and the base budget forwarded to TCHQ. Monthly expenditures for fiscal year 71/72 will be monitored and deviations from planned expenditures in excess of 5% will require an explanation.

Eleven civilian Indian and Eskimo students arrived in Borden to start training as Aircraft Mechanic helpers. (See clipping #3, 4, 11, 52)

FEBRUARY

The B Secur O attended a Security Conference at TCHQ.

Thirty-two maintenance personnel were qualified to St. John Ambulance standards at two First Aid courses conducted by the B Maint Sect during the month.

A one day Teacher Training Workshop and Conference was held in Trinity Chapel on 14 Feb as an initial training event in a continuing programme.

Padre Fenske spent three days in CFB Cold Lake giving assistance in the proposed Alcoholism Counselling programme on that Base.

On February 19-20, the curling teams from CFSIS won the Northern Ontario Police Bonspiel at CFB North Bay. (See Clipping #16)

MARCH

A budget cut-back of 15.3% (\$976,000.00) for the fiscal year 71/72 was ordered by TCHQ. The problem was passed on to the Base R.C. Managers for voluntary cut-back and re-submission of budgets by 15 Apr.

On 1 Mar, the Base Commander visited and toured the newly organized Base Francotrain Section. (See clipping #21)

The first Aerospace Engineering Officers Course graduated from CFSAOE on 29 Mar. (See Clipping #26)

APRIL

The voluntary cut-back by R.C. Managers brought the fiscal year budget to a position \$210,000.00 short; arbitrary cuts were made and a balanced budget submitted to CFHQ.

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Twenty-two Chaplains (P) from Canadian Forces bases across Canada attended a Base Chaplains (P) Course in Croil Hall, 19 - 23 Apr, sponsored by the Chaplain General (P).

The Training Command Physical Education and Recreation Officers held a conference in Borden 26 - 28 Apr. (See clipping #33)

MAY

The Canadian National Soccer Team arrived in Borden for a nine week training period. (See clipping #36)

CFHQ through CHQ called for fiscal 72/73 budgets by 14 Jul.

On 25 May, a Crime Conference was held in Borden.

On 27 May, a Crown Attorneys Convention was held in Borden.

JUNE

One corporal and four privates successfully completed a St. John's Ambulance First Aid Course.

On 29 Jun, a Crime Conference was held in Borden.

JULY

The recently re-opened operating room is now used on a wider scale due to the fact that in July, the Base Hospital started admitting patients for vasectomies in addition to dental and minor surgery.

The newly formed Cadet Summer Training School commenced training for summer months. (See Clippings #50, 53)

AUGUST

The ROTP Summer Training Programme at CFSAOE came to a close August 19, with a graduation parade on the tarmac in front of Hangar 8. (See clipping #58)

August was a fairly normal month at the Base Hospital. There was a bit of a slowdown late in the month when summer camp people departed.

Six members of the Comptroller's staff applied for the local French Language Training to be introduced in Borden in September.

Some 250 officer cadets graduated from various Phase II, III and IV courses. (See clipping #51).

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SEPTEMBER

On 14 Sep, the Base Commander unveiled a new road sign which commemorates the Battle of the Atlantic. (See clipping #64)

Capt W. Sutherland proceeded to CFB Montreal for a three week Management Statistics Course.

Three members of the Comptroller's staff were selected for and began the French Language Training which commenced in Borden during the last week of Sep under the Bilingual Training Programme introduced for the CAF.

OCTOBER

Padre F.W. Love left for Edmonton to take the Parachutists' Course.

Padre McAvany attended the Base Chaplains (P) Conference in Winnipeg 12 - 15 Oct.

NOVEMBER

The Ontario Department of Transport and Communications set up a Mobile Vehicle Inspection Lane at CFB Borden, 15 - 26 Nov, Safe Driving Week. (See Clipping #84)

Padre Love returned to the Base following successful completion of the Parachutists' Course.

DECEMBER

Nil

Annex C
 To 1325-1 (B Comd)
 Dated 15 Feb 72

JANUARY

The annual Red Cross Blood Donors Clinic got underway on 11 Jan and ran till 14 Jan. (See clipping #2)

On 16 Jan, representatives from 127 US Armed Btn visited Borden for a shooting competition.

A Christian Brotherhood Service was held on 21 Jan in the Holy Redeemer Chapel for RC and Protestant Chapels' members in observance of the Universal Week of Prayer for Christian Unity. (See clipping #1) (Booklet "United by the Spirit" enclosed.)

Governor General and Mrs. Roland Michener paid an official visit to Borden on 25 Jan. (See clippings 5, 8, 13, 14, 15)

FEBRUARY

LCol O.A. Hopkins, CD, Command Chaplain (P), Training Command, visited Borden informally from 8 - 14 Feb.

The new Command Surgeon of Air Transport Command, Col J.R.W. Wynne made his first official visit and tour of the Base Medical Services during the month of February. (See clipping #18)

The Borden J.V. Allard Hockey Team took part in the International Pee Wee Hockey Tournament in Quebec City during the Quebec Winter Carnival. (See clipping #12)

MARCH

The Base Commander presented two Base Transport drivers with engraved pewter mugs. (See clipping #19)

Borden played host to the 9th Annual Ontario Junior Ranks Bonspiel this year. (See clipping #20)

Borden hosted the Zone 5 Hockey Championships from which they emerged victorious to go into the National Championships to be held in Borden 20 Mar to 4 Apr. (See clippings #6, 9, 10, 17, 22.)

APRIL

The new Mayor urged citizens to clean up their PMQ on the weekend of 23-24 Apr. (See Clipping #32).

Canadian Forces National Hockey Championship 1970 was won by the Baden Raiders with a score of 4 to 3 over the Borden Combines. (See clipping #27)

Forty Chiefs of Police visited Borden on 21 Apr.

The annual COPA FLY-IN was held in Borden on 25 Apr. (See clippings 29,30)

Major General R.A. Reid, Deputy Chief of Intelligence and Security made his first official visit to CFSIS in his new capacity on 15 Apr. (See clipping #31)

Lt R.L. Styles was presented with a Suggestion Award for modifying the heat exchange system on the FPS/26 Radar at CFS Armstrong.

The Most Rev. F.J. Spence, Bishop Auxiliary for the Armed Forces, visited Borden to confer the Sacrament of Confirmation on a class of 80 candidates in the Base RC Chapel. He was hosted at a dinner in the Waterloo Officers' Mess by the Base Commander.

MAY

The Battle of the Atlantic was observed with a special remembrance service in Trinity Chapel on 2 May. (Service sheet enclosed.)

On 28 May, the Surgeon General from CFHQ, Major General J.W.B. Barr, CO, QHP, paid a brief visit to the Base.

Cpl Jim Hannok of the CFSAOE Photography Training Section, was awarded first prize on the four pictures he submitted to the Annual Professional Exhibition. (See clipping #35)

JUNE

Over 13,000 spectators turned out on 16 Jun for the 1971 Armed Forces Day. (See clipping #38, 39, 40, 41)

The DPSO, Col M. Jack, paid a visit to Borden on 3 Jun for the graduation at CFSPER for the PERI PL 5 Course, 7001. (See clipping #47)

Bishop H.F. Appleyard officially visited the Base as a member of the Canadian Council of Churches Chaplaincy Committee. He met with the Base Commander, representatives of the Training Schools, members of the Protestant Chapel Committee and the Chaplains. (See clipping #42, 43)

Security Services Weekend was held 24 - 27 Jun. (See clipping #46)

JULY

Cpl Jim Ryan of CFSAOE was promoted to the rank of Sgt on 1 Jul, after twenty years in the services. (See clipping #49)

On 14 Jul, the Chief Warrant Officers gathered at a luncheon to bid farewell to three members of their group who were on retirement. (See clipping #48)

AUGUST

The Hon. W. Ross MacDonald, QC, Lt Gov of Ontario, visited Borden 12 Aug. He inspected the REGHQ (Ont) and reviewed the graduation ceremonies of the Cadet Summer Training School. (See clippings #54, 56)

Sixteen-year old David Leslie made history on Friday, 13 Aug, by sinking a hole-in-one on the number 9 hole at the Anderson Park Golf Club. (See Clipping #57).

SEPTEMBER

On 8 Sep, Major General W.A. Milroy, Commander Training Command, made his first official visit to Borden since his appointment. (See clippings #60, 63, 66.)

On 24 Sep, the Base Commander presented Pte Jim Stevenson of the Base Military Police with a Commendation. (See clipping #71)

On 29 Sep, the Base held a Sports Day with 27 teams entered on the Tabloid Competitions and 8 teams in the Tug-o-war. (See clipping #72.)

Capt (L) H.L. Ayerst arrived in CFB Borden from CFHQ/SEC VCDS to assume the duties of Base Adjutant on the retirement of Capt (L) R.R. Scott in November.

OCTOBER

The staff of CFAD, Angus held a dinner in honour of the retirement of LCdr D.E. Lemon, Commanding Officer of CFAD, Angus. (See clipping #77)

The Base Military Police ran a "Shoot and Weapons" demonstration for 40 EMO Auxiliary Policemen.

Two special services at Trinity Chapel were received with interest by the congregation: An Ecumenical Communion Service by all 5 Chaplains on 3 Oct and a Family Thanksgiving Service on 10 Oct.

Donations to Project Pipeline rose to a total of \$725.00 by the end of the month, with most of this coming from booths held at the Fall Fair, a band concert by the A.T.C. Band, sale of Bingo cards and private donations.

LCol C.A. Hopkins, Command Chaplain (P), TCHQ, visited the Base 28 Oct to 2 Nov and was guest speaker at Divine Worship on 3 Oct which was followed by an informal coffee hour in P-140.

The floral designs around the Base attracted many sightseers, both civilian and military this summer. (See clipping #59)

Mr. Tom Finney, a Commissionaire on the Base, received the Federal Civil Service 25 year certificate and pin. (See clipping #67)

Plans were made through DND schools and Mr. Jerry Burton of the Spera Foundation, Rawdon, Quebec, for an intensive programme of Drug Abuse Education in the schools from grade 7 through high school during the period 15 - 20 Nov.

NOVEMBER

The first female PMC of a Mens' Mess was elected in Borden to head the Committee of the Algonquin Privates' Mess. Pte (S)(W) Jessie A. Bailey assumed the duties on 1 Nov from her predecessor, Pte Paul Fallion. (See clipping #74)

The following special services of interest took place during Nov:

- 11 Nov - Remembrance Day Parade Service - Ecumenical and bilingual;
- 21 Nov - Family Service with M/Cpl Don Flemming of CFB Uplands as guest speaker on the Sunday School Mission project;
- 28 Nov - Third "Congregation in Dialogue" Service.

Mr. Jerry Burton and five teen-agers from Spera Foundation at Rawdon, Quebec, visited the Base for a week of meetings with all the students of Borden Collegiate and grades 7 and 8 in the public schools, as well as holding three meetings with parents and meeting with the Base Drug Addiction Education Committee and a rally of parents and teenagers. Building E-119 was allocated as a Drug Crisis Centre and a follow-up programme has been arranged to begin in December.

The Base Community Council held its first meeting following the annual elections. The occasion was highlighted by a visit from the Base Commander and a presentation ceremony to retiring members. (See clipping #79)

Three UK Commandants, S/L J. Rosendale and W/C A.T. Bruce, RAF PT School and LCol E.A. Kynaston, Commandant British APTC, visited CFSPER. (See clipping #80)

BGen J. Cardy, Chaplain General (P) visited the Base briefly on 3 Nov to officiate at a Charter Night for the 1st Borden Scout Troop and to meet with representatives of the Protestant Chapel Organization. (See clipping #81)

DECEMBER

Major General W.A. Milroy, Commander Training Command, visited the Base from 14 - 16 Dec. (See clippings #86, 87)

Cpl L. Low, Base Maintenance, received a Letter of Commendation in recognition of a humanitarian action in providing assistance to an injured person. (See clipping #88)

The Annual Junior Ranks Christmas Dinner was held on 16 Dec. The dining members were served, as is the custom, by the officers of the Base. (See clipping #89)

Commodore G.C. Edwards presented silver momentos on 9 Dec to WO Larry Holbrook, Sgt Tom Whattam and Cpl Hugh Carrigan for their close working association with him during the last few years. (See clipping #90).

Annex D
to 1325-1 (B Comd)
Dated 15 Feb 72

BGen	GC	Edwards	(S)
Col	AH	Middleton	(A)
LCol	HR	Bohne	(L)
LCol	EA	Green	(L)
LCol	CM	Terry	(L)
Maj	AM	Belanger	(A)(W)
	RD	Burns	(A)
	CJ	Eddie	(A)
	T	Fenske	(S)
	RE	Fisher	(L)
	WGJ	Martin	(L)
	KR	Mattocks	(L)
	JH	McAvany	(A)
	J	Pinault	(L)
	JA	Richards	(L)
	MP	Rosenbloom	(A)
	CM	Thorson	(A)
	JE	Troy	(A)
	DR	Wallace	(L)
	CE	White	(A)
Capt	DH	Acton	(L)
	AG	Adams	(A)
	JAMM	Allard	(L)
	HL	Ayerst	(L)
	DJ	Baldock	(A)
	R	Bazin	(A)
	MRO	Belanger	(L)
	MG	Belcher	(A)
	WJ	Bennetts	(A)
	HG	Bown	(L)
	MMR	Boyer	(A)
	JJ	Christopher	(S)
	DM	Doran	(L)
	WS	Edgson	(A)
	IE	Falle	(A)
	DE	Gardner	(L)
	M	Gauthier	(L)
	DJ	Gogan	(L)(W)
	EB	Hall	(L)
	DW	Heaslip	(L)
	NF	Hotte	(S)
	GJ	Hyde	(L)
	RE	Johnson	(L)
	WP	Kelman	(L)
	MJ	Kendrick	(A)
	Y	Kosaka	(A)(W)
	J	Krepp	(A)
	GR	Learmond	(A)

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Capt	MLE	Levesque	(L)(W)
	FW	Love	(A)
	GD	Marshall	(L)
	RE	Mawdsley	(A)
	MI	MacLeod	(A)
	JP	McConville	(L)
	V	McDougall	(L)
	TM	McGinty	(L)
	GA	O'Briain	(L)
	JE	Parsons	(A)
	LB	Rice	(L)
	JBM	Ritchie	(L)
	WL	Rose	(A)
	CD	Ross	(A)
	RP	Russell	(A)
	DR	Saunders	(L)
	L	Scavuzzo	(A)
	CE	Shepstone	(L)
	DH	Sleeth	(L)
	JE	Solomon	(S)
	WH	Sutherland	(L)
	EA	Svendsen	(L)
	RS	Thomas	(A)
	RG	Thomason	(L)
	JT	Thompson	(L)
MW	Titus	(L)	
RA	Trifts	(A)	
JH	Walsh	(A)	
WC	Watson	(L)	
Lt	MMR	Boyer	(A)(W)
	ROL	Cook	(S)
	NE	Fazackerley	(A)(W)
	REG	Gardner	(A)
	OJG	King	(A)(W)
	DE	MacDonald	(S)(W)
	CV	Preece	(A)
	MA	Sansregret	(A)
	BS	Smith	(A)(W)
	RL	Styles	(L)
	J	Tarczynski	(L)(W)
	VN	Umphrey	(S)
	MEN	Vallee	(A)

OTHER RANKS

Chief Warrant Officers	23
Master Warrant Officers	89
Warrant Officers	160
Sergeants	331
Corporals	655
Privates	141

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CANADIAN FORCES BASE BORDEN



Canada's Largest
Training Base

FREE OF CHARGE

EMERGENCY TELEPHONE

NUMBERS

No. 1 Fire Hall (South Side) 2333

No. 2 Fire Hall (North Side) 2222 or Bell
tel. 424-6611

Base Military Police Desk 2241

Base Hospital Emergency 2409
and Ambulance

Base Engineer Emergency 2660
Maintenance

YOUR RECEPTION

Every effort is made by the Reception and Accommodation staff to ensure the smooth settling-in of all new arrivals to the Base. For accommodation purposes, the Base is divided into three zones, under a centrally controlled accommodation system.

Each new arrival is provided accommodation and dining facilities as close to his or her school or working area as possible.

Individuals arriving normally complete all reception forms at the Base Reception Section counter immediately on arrival.

In the case of large courses, the Reception Section staff normally do a minimum of processing at the arrival counter. The remaining reporting-in procedure is carried out on the course as a group, usually in the respective school's area. This procedure avoids the necessity of students returning to the Reception Section during valuable training time.

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Combat Arms School	
Primary Flying School	
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COMMODORE G.C. EDWARDS, CD
COMMANDER CANADIAN FORCES BASE BORDEN
FROM AUGUST 27, 1969

FOREWORD

May I extend to you a warm welcome to Canadian Forces Base Borden, the nation's largest and most comprehensive centre of military training.

Encircled by majestic pines dating back to 1929, the Base reflects a picturesque setting for both military training and a happy, healthy family life for everyone.

It is here the careers of the youth are born; it is here the professionals add to their already broad military knowledge.

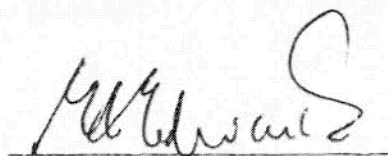
Within these few pages you can scan the exciting history of Borden, dating back to 1916. You may learn about the many interesting military schools which graduate over 12,000 students annually.

For those who love to travel throughout the colourful countryside, there is more to see within a fifty mile radius of the Base than any other point east of the Rockies. Many sites are described herein, both pictorially and literally.

The locations and times of operation of on-Base facilities are listed in this booklet.

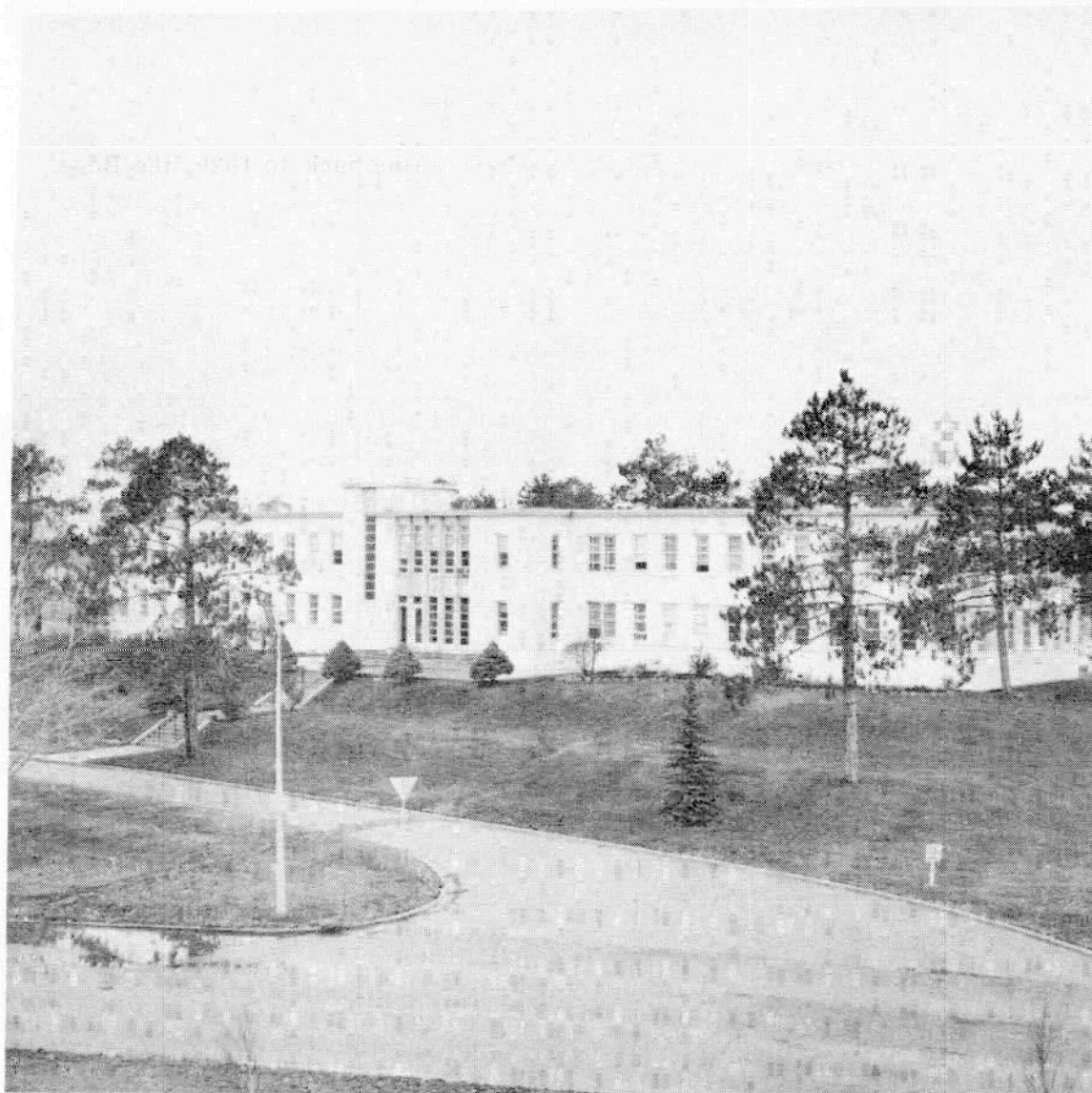
I sincerely hope you enjoy yourself here. Although it has been said "Life is what you make it", we are here to help make your "each day" as pleasant as possible.

This amended edition replaces and updates our first publication of 1 May 1967, our second of 1 January 1968, and our third of 1 January 1969.



G.C. Edwards
Commodore
Commander CFB Borden

1 January 1970



(Photo by WO Larry Holbrook)

HEADQUARTERS, CANADIAN FORCES BASE BORDEN

BASE BORDEN HISTORY

The Area

The area which was to become Camp Borden was one of the richest forest areas of Upper Canada. But in the 1880's, lumber barons acquired the property and felled all the great pine trees, shipping them by rail out of Angus as wood for Canada's commercial and housing construction. They did not bother to reforest. In this area of Essa and Tossorontio Townships the lumbermen left nothing but sandy plains; hence the name "Sandy Plains" came about for what is now Borden. (It was not until 1929 that the pines were again planted throughout the Camp.)

The Reason

In 1905, because of lack of space at Niagara-on-the-Lake, surveyors were sent to examine the area south of the town of Angus, Ont. as a possible military camp site.

Protests from many sources halted the project and nothing further was done until 1916. At this time the need for camp accommodation to train the large number of Canadian Expeditionary Force battalions became acute. Consequently, recommendations were made to the Privy Council and on May 11 some 17,700 acres of the sandy plains area was taken over by the government.

A sprawling 23 square mile area of tree stumps and blowing sand became Army Camp Borden in May, 1916. (The Base now covers an area of about thirty square miles.) In the same month the site was named in honour of Sir Frederick William Borden, KCMG, BA, MD, who was the Minister of Militia and Defence in 1905. He had served throughout the government of Sir Wilfrid Laurier when the site was first considered.

Unfortunately, troops were sent in before the camp was ready. Roads were incomplete, and the water supply was inadequate. The pervasive dust of the sandy soil, combined with the ash of the trees burned to clear the land, the heat of a sultry summer, and the highly limited supply of water made life miserable. Discontent among the troops was acute. They lived in tents as there were only a few buildings.

Opening

The official opening of Camp Borden took place on July 11, 1916. That day nine infantry brigades comprising approximately 34,000 troops were reviewed by the Minister of Militia and Defence, Major General Sir Sam Hughes, KCB, MP. The camp area was a mammoth tent city. Laid out in the shape of a long narrow area, it had a central main street about two and a quarter miles long with side streets running off at right angles, each about one-half mile in length.

One of the civilian employees at Borden recalls driving across the camp area in 1916 at which time it closely resembled the Sahara Desert. The permanent buildings of 1916 were wash houses along Ortona Road. These became other ranks married quarters between the two world wars and still remain in use today for a variety of purposes.

line into the camp had been reopened and a force of 400 was at work in sub-zero weather, clearing stumps from the ground and preparing the area for construction. A week later 1,700 men were on the job working through the nights under light of arc lamps. Six weeks after Lieutenant Colonel Hoare had inspected the area, most of the fifteen hangars had been finished and enough accommodation was ready to permit the first training squadron to form there and start pulling together its aircraft. Despite the hectic pace of the work, they must have been built well, for fourteen hangars put up for the RFC Canada are still standing and in use by the Armed Forces at Canadian Forces Base Borden today (1968).

The initial project was completed on June 2nd and during that four month period fifty-seven buildings were erected, 850 acres of land were cleared of stumps, levelled and sown with grass seed, nearly five miles of asphalt road was built and additional sewage pipes and railway lines were put down. Also, an electrical system was installed and telephone communications with Toronto and neighbouring towns were established.

At the same time additional sites had been inspected and procured at Leaside and Armour Heights, on the then Toronto northern outskirts, and at Rathburn and Mohawk, 130 miles east of Toronto, near Deseronto.

It was not until May 5, 1917 that the RFC officially took over the big new aerodrome at Borden. By that time training had already started. The RFC moved a headquarters staff into the unfinished Station on March 16, and three days later two training squadrons, Nos. 80 and 82, were formed at Borden. The first cadets reported there for training on March 28, 1917, and two days later the first flying began on two JN-4s which had been sent to and assembled at Borden. By the middle of April five squadrons, Nos. 78 to 82, were established there and flying training was in full swing.

A First

Camp Borden was the first flying station to begin full-scale operations, and it was the largest of the RFC fields in Canada. When completed it was, as the Imperial Munitions Board proudly reported, "generally regarded by competent authorities, both military and civilian, to be one of the finest aviation centres in the world".

First Trainees

Thus, by April, 1917 the RFC Canada's first pilot trainees were working and flying hard - looking forward within a couple of months to getting on their ships for France, their new wings gleaming on their tunics. The operational life span of the RFC pilot on the Western Front now stood at about two and one-half months. As a result, the British authorities asked the RFC in Canada if they could get along with fewer trained personnel from the United Kingdom.

They also asked if Lieutenant Colonel Hoare could add to the training given in Canada to include more advanced instruction in gunnery, aerial observation and photography.

On May 1, 1917 the School of Aerial Gunnery was formed at Borden. The school had two machine guns and eighteen pupils, and they received no airborne gunnery instruction but were each able to fire forty

rounds at ground targets. However, the training rapidly increased and the course was lengthened to three weeks, including one hundred rounds from a Lewis gun mounted in an aircraft. In July, 1917 more equipment arrived from Britain, including camera guns. Before the war's end training had been extended to a point where pupils received thorough airborne training in all phases of gunnery.

The first course of eighteen cadets completed their training at Camp Borden in June, 1917. It was during this course's training that the first fatal flying accident of the RFC in Canada occurred. Cadet J. H. Talbot was killed at Borden on April 8, 1917. The engine for this aircraft was recently found on the edge of the present-day airfield and was traced to this fatal accident. The engine is at present on location at CFB Borden.

When the United States declared war against the Central Powers in April, 1917 this was to have an effect upon the RFC training scheme. The RFC worried about winter flying in Canada and were considering forming a fourth flying station on the West Coast. However, an agreement was reached with the Americans whereby the RFC was permitted to recruit actively in the U.S.A. and was given training facilities in Texas to enable it to carry on flying throughout the winter. In return, the RFC agreed to train large numbers of ground and flying personnel for the Americans. The training was to start in Canada as soon as possible and with the advent of bad weather the RFC was to shift enough staff personnel to Fort Worth, Texas to enable it to carry on training of its own cadets, as well as finish training the Americans. Shortly before the move south, the RFC's flying training stations were reorganized and were raised to wing status. The Camp Borden station now became No. 42 Wing.

On April 1, 1918, shortly before the Texas contingent returned from the south, the RFC merged officially with the Royal Naval Air Service, and the Royal Air Force came into being. Thus the RFC Canada became the "RAF Canada". The School of Aerial Gunnery that was started at Camp Borden was moved to Beamsville on the shores of Lake Ontario because more realistic aerial gunnery was provided with synchronizing gear, permitting the forward firing through the JN-4 propellers.

Armistice

When the armistice put a sudden stop to training in Canada it must be considered that the training scheme was a notable success. The plan turned out 3,272 trained aircrew, all but 137 being pilots. It is difficult to assess the effect the training had upon development of commercial flying during the post war years, but most of the development work in winter flying was available to those who followed. Many of the aircraft flown by the RAF found their way into hands of post war commercial flyers. Camp Borden became the first flying station of the Canadian Air Force that was formed in 1920 and continued to serve for many years as the largest and most important flying station in Canada's Air Force.

Post First World War Years

When the Canadian Air Force was established in 1920, Camp Borden became its "School of Aviation" and air and ground training have been carried on ever since without a break. At the end of The First World War there were about six Canadian pilots who had been Al Gosport instructors in England and they were collected from all over Canada into Borden. Among these first instructors was a Barrie resident, Air Vice Marshal

A.A.L. Cuffe, retired, who was later to become commanding officer.

For a decade RCAF Camp Borden was unrivalled as the centre of Service training. By the 1920's however, the size, location and maintenance costs of the station were causing concern as its buildings were rapidly deteriorating. A new permanent training centre was developed at Trenton and after 1931 many of Camp Borden's activities were transferred to the new station. Nevertheless, Camp Borden was not abandoned, although for a time only No. 2 Technical Training School was located here.

The first flying course consisted of twenty-five to thirty First World War pilots who arrived at Camp Borden for a twenty-eight day refresher training course. During the summer of 1923, the first post-war embryo flying students consisted of university undergraduates who trained at Camp Borden during the summer holidays. During the winter months civilian pilots were given refresher training. However, it was decided that further training of experienced First World War pilots, who were becoming too old for future combat roles, was to be dropped. The Air Force required officers of highest educational qualifications and a decision was made to train university graduates for a three year period and on successful graduation from university with a degree, would be offered a permanent commission in the RCAF.

Army Co-operation School

The School of Army Co-operation was formed at Camp Borden during the period 1932-1936 and the personnel trained in this type of flying were to subsequently form a nucleus of personnel who formed non-permanent squadrons at Montreal, Toronto, Winnipeg and Vancouver. No. 110 Army Co-operation Squadron, Toronto was the first squadron selected to proceed overseas after the outbreak of The Second World War.

Army Borden

Army-wise, following First World War training at the Base, not much activity took place until the 1930's. At this time the Royal Canadian Corps of Signals School trained here for several years, prior to moving to its present Barriefield, Ontario location.

Just prior to The Second World War, Camp Borden became the headquarters for training of the first armoured school, headed by the then Major F.F. Worthington.

About the same time, other permanent schools began to make their appearance on the Base. They were the Royal Canadian Army Service Corps School, the Royal Canadian School of Infantry, the Royal Canadian Army Medical Corps School, the Canadian Provost Corps School, and the Royal Canadian Dental Corps School; and Camp Borden became the most important training Base in Canada.

Prior to 1939 the appointment of Camp Commandant Camp Borden alternated between the most senior Army or RCAF officer present.

A record of the Army Camp Commanders follows:

Feb 1939	Colonel Patrick Hennessy, DSO, MC
Apr - May 1940	Major-General F.F. Worthington, CB, MC, MM, CD

May - Aug 1940
 Aug - Dec 1940
 Dec 1940 to Apr 1942

Apr 1942 to May 1944
 May 1944 to Apr 1945

Apr 1945 to Feb 1948
 Feb 1948 to Aug 1950

Sep 1950 to Sep 1956
 Sep 1956 to Sep 1958

Sep 1958 to Aug 1962
 Dec 1962 to Aug 1965

3 Oct 1965 to 31 Mar 1966

Major General R.O. Alexander, DSO
 Colonel S.A. Lee, MC
 Brigadier General G.E. McCuaig, CMG,
 DSO, VD
 Major General A.C. Spencer, ED
 Major General F.F. Worthington, CB,
 MC, MM, CD
 Brigadier M.S. Dunn, OBE, ED, CD
 Colonel D.K. Todd, DSO
 Colonel R.C. Clark, DSO, CD
 Colonel J.O.A. Perron, ED
 Brigadier R.L. Purves, DSO, CD
 Brigadier W.J. Moogk, OBE, CD
 Colonel H.C.F. Elliot, CD

A record of the Air Force Commanding Officers is as follows:

8 Jan 1920 to 19 Sep 1920
 20 Sep 1920 to 15 Nov 1920
 16 Nov 1920 to 4 Jul 1921
 5 Jul 1921 to 29 Dec 1921
 30 Dec 1921 to 16 May 1922
 17 May 1922 to 30 Jun 1922
 1 Jul 1922 to 30 Sep 1922
 1 Oct 1922 to 31 Oct 1922
 1 Nov 1922 to 14 Jan 1924
 15 Jan 1924 to 23 Sep 1925
 24 Sep 1925 to 31 Jul 1927
 1 Aug 1927 to 4 Dec 1927
 5 Dec 1927 to 9 Dec 1932
 10 Dec 1932 to 25 Sep 1936
 26 Sep 1936 to 29 Jun 1937
 30 Jun 1937 to 30 Apr 1939
 1 May 1939 to 17 Mar 1940
 18 Mar 1940 to 24 Jun 1940
 25 Jun 1940 to 1 Oct 1940
 2 Oct 1940 to 8 May 1942
 9 May 1942 to 3 May 1943
 4 May 1943 to 31 May 1944
 1 Jun 1944 to 24 Oct 1944

Flight Lieutenant G.O. Johnson, MC
 Wing Commander D.G. Joy, AFC
 Squadron Leader J.S. Williams, MC, AFC
 Squadron Leader J. Gordon, DFC
 Squadron Leader J.A. Glen, DSC
 Squadron Leader A.E. Godfrey, MC, AFC
 Wing Commander J.S. Scott, MC, AFC
 Squadron Leader A.A.L. Cuffe
 Wing Commander W.C. Barker, VC, DSO,
 MC
 Wing Commander L.S. Breadner, DSC
 Wing Commander N.R. Anderson
 Squadron Leader A.B. Shearer
 Wing Commander G.M. Croil, AFC
 Wing Commander A.A.L. Cuffe
 Squadron Leader G.E. Brookes
 Wing Commander R. Collis
 Group Captain L.F. Stevenson
 Wing Commander F.S. McGill
 Group Captain A.T.N. Cowley
 Group Captain R.S. Grandy, OBE
 Group Captain D.M. Edwards, AFC
 Group Captain Carling-Kelly, AFC
 Wing Commander W.G. Welstead, AFC

25 Oct 1944 to 24 Sep 1945	Group Captain J. B. Harvey, AFC
25 Sep 1945 to 8 May 1946	Wing Commander D. G. Malloy, DFC
9 May 1946 to 23 Sep 1946	Group Captain D. G. Ewart, DFC
24 Sep 1946 to 31 Oct 1947	Group Captain C. H. Greenway, OBE
1 Nov 1947 to 18 Feb 1949	Wing Commander G. A. Hiltz, AFC
19 Feb 1949 to 30 Sep 1950	Wing Commander J. H. L. Lecompte, DFC
1 Oct 1950 to 8 Feb 1952	Group Captain S. W. Coleman, CD
9 Feb 1952 to 19 Apr 1956	Group Captain J. D. Syme, MBE
20 Apr 1956 to 21 Oct 1959	Group Captain F. R. West, CD
22 Oct 1959 to 2 Jul 1963	Group Captain R. R. Hilton, CD
3 Jul 1963 to 1 Sep 1965	Group Captain W. M. Diggle
2 Sep 1965 to 4 Apr 1966	Group Captain E. J. McLeod, CD

Borden Army During The Second World War

During The Second World War the Camp was expanded to accommodate new Army training formations until it comprised some sixty square miles of territory. In this area approximately 33,000 troops were under training at one time, and 185,000 men passed through the training stream. About one-half of the soldiers who served in the Canadian Army overseas during The Second World War received some of their training here. Tank gunners and crewmen, infantrymen and support troops, medical officers, nursing sisters, stretcher bearers, the indispensable supply experts, drivers, cooks and military policemen who directed traffic on the battered roads of Italy, France, Holland and Germany were here.

Air Force History

Return now to Camp Borden RCAF history. When The Second World War began Camp Borden was the centre for intermediate air and ground training. The station had grown in size, and although training had been increased to include more personnel, particularly at the Technical Training School, it was considered too inadequate for wartime requirements and the ground training was moved to St. Thomas, Ontario.

Many stories can be written concerning the difficult years that followed The First World War, particularly concerning the struggles of a few who insisted that military training be continued even though very limited funds were made available. One personality continues to be mentioned by former commanding officers, a serviceman who served at Camp Borden in the pre-Second World War years. He was Warrant Officer L. J. Dyte, Station Warrant Officer (later to retire as a squadron leader in 1945). He resided in Barrie following his retirement and died in 1960. This impressive leader who was the drill instructor and disciplinarian for the provisional pilot officer and airmen trainees set an example for a code of discipline and fair play that was to leave a mark on their lives never to be forgotten.

The Second World War

RCAF Camp Borden started the war with a greatly increased training commitment, and in 1940 with the advent of the British Common-

wealth Air Training Plan the station became known as No. 1 Service Flying Training School. This school operated until the end of March 1946 when No. 2 Technical Training School which had been moved in November 1939 was re-formed. During The Second World War years the station trained hundreds of pilots to wing standards. Canadian students who had received elementary flying training on Fleet and Tiger Moth aircraft at other stations were posted to Camp Borden to fly Harvard Trainers. Commonwealth students from the United Kingdom, Australia and New Zealand received their advanced flying training at Camp Borden prior to proceeding overseas.

The Second World War closed with RCAF Camp Borden fulfilling a similar role as in 1920, i.e. training pilots on a refresher course in preparation for Pacific Theatre of Operations.

Integration / Unification

In 1966, the 50th birthday of the camp, two historic events took place. In April the camp began a rapidly progressing plan to integrate the separate Army and Air Force establishments, and the administrative support services such as engineers, transport, ordnance and supplies, and repair and maintenance services. At the same time the name Camp Borden became Canadian Forces Base Borden and was placed under one commander, Colonel H.C.F. Elliot, of Toronto.

The Commanders of unified CFB Borden follow:

1 Apr 1966 to 8 Jul 1967	Colonel H.C.F. Elliot, CD
24 Jul 1967 to 31 Jan 1968	Group Captain G.F. Ockenden, DFC, CD
1 Feb 1968 to 27 Aug 1969	Colonel G.F. Ockenden, DFC, CD
From 27 Aug 1969	Commodore G.C. Edwards, CD

Base Borden Today

Today Base Borden is the Armed Forces' largest centre for producing highly skilled tradesmen and officers. More than 200 trade and career courses are taught here. Approximately 12,000 students are graduated from the Base training schools each year. The training covers a wide variety of trades and officer courses ranging from basic technicians to advanced specialists. The course length varies from a few weeks to nine months' duration. In addition to the basic courses there is a great variety of advanced courses for officers and NCOs in specialist and supervisory fields. The large and diversified training has been divided among nine schools.

Population - Payroll

CFB Borden has a resident population of about 9,000 servicemen and dependants. Some 1,000 servicemen and their families live in Barrie, Stayner, Alliston and the Angus area. To house the schools and population living on the Base there are over 1,000 buildings, including married quarters. To service these buildings there are approximately 70 miles of roads.

The Base's annual payroll, exceeding thirty million dollars, includes the pay for both the servicemen and about 1,500 civil servants.

Canadian Forces School of Intelligence and Security (CFSIS)

This school, formed September 18, 1967, is responsible for security and intelligence training for the Canadian Armed Forces. Courses are provided in counter intelligence, photo interpretation, military police skills, and combat and strategic intelligence. Special instruction is provided in escape and evasion, riot control, custodial techniques, investigations, interrogation, unarmed combat and nuclear safety.

The school also supports Provost and Intelligence militia units across Canada with advice and doctrine, and by conducting formal courses in Borden. In addition, the school is responsible for research, standards and doctrine related to security and intelligence training.

Canadian Forces School of Physical Education and Recreation (CFSPER)

CFSPER has three prime functions - (1) the training of Physical Education and Recreation Instructors and Officers for the Canadian Forces; (2) the physical fitness training and testing of all trainees and staff personnel at CFB Borden; and (3) the organization, operation and supervision of recreation programmes for Service personnel at CFB Borden. CFSPER carries out its functions through a three-pronged organization consisting of a training platoon, a recreation platoon and a standards platoon. The headquarters is located in Building S-85, while the training and recreation operations are carried out in the Buell Building, The Billy Bishop Centre, Dyte Hall, Bldg E-51, the Andy Anderson Arena and Bardia Pool, plus the outdoor facilities of Ponte Corvo Pool, Mosquito Pool, two 440-yard tracks and numerous soccer pitches, ball diamonds and tennis courts.

Combat Arms School (CAS)

In November, 1966 the Royal Canadian Armoured Corps School and the Royal Canadian School of Infantry were amalgamated to form the Combat Arms School. The amalgamation has successfully progressed through several organizational phases, until today the school is organized with a headquarters to deal with personnel and training management, and a number of divisions charged with tactical and technical training. In addition, Meaford Range, located sixty-five miles distant from CFB Borden, is a satellite training area of the school.

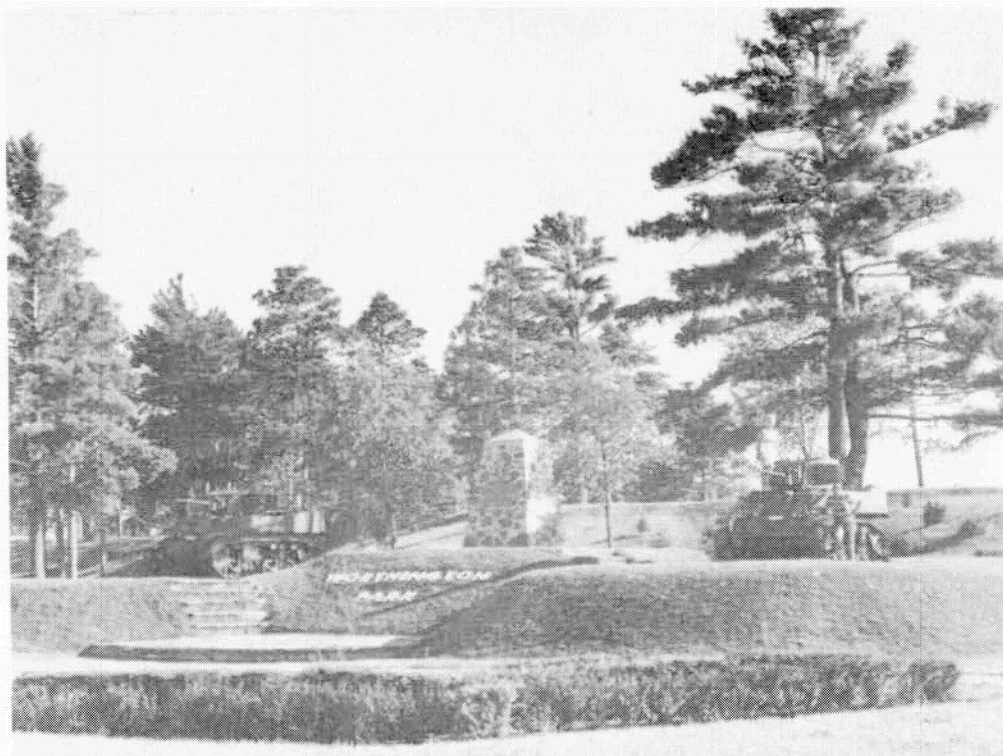
Due to the technical and tactical complexity of armour and infantry in battle, the Combat Arms School presents a varied schedule of courses of instruction. The school mission is primarily oriented to training individuals of both corps from the basic trainee on emergence from recruit school, through corporal, sergeant, warrant officer, officer cadet and officer, up to the rank of major. Personnel of both corps are integrated at all levels of instruction and administration in the school.

Primary Flying School (PFS)

Located in Hangars 10, 11, 12 and 14, and in Building A-96, it gives initial flying instruction to Canadian Armed Forces pilots, as well as to members of British Commonwealth countries.

Canadian Forces Dental Service School (CFDSS)

Located in Building O-114, it provides professional and military officer training, together with technical dental trades training for all members of the Canadian Forces Dental Service. The school also provides dental consultant services to all Canadian Forces, and dental treatment to personnel on the Base.



(Photo by Cpl Dave Waddell)

WORTHINGTON PARK
ROYAL CANADIAN ARMoured CORPS



(Photo by Pte Steve Huffman)

MUSEUM
ROYAL CANADIAN ARMY SERVICE CORPS

